AGENDA FOR

AUDIT COMMITTEE

Contact: Andrea Tomlinson
Direct Line: 0161 253 5133
E-mail: a.j.tomlinson@bury.gov.uk
Web Site: www.bury.gov.uk

To: All Members of Audit Committee

Councillors : N Bayley, A Chaudhry, I Gartside, D Green, D Hill, J Hook (Chair), I Rizvi, M Rubinstein, M Smith, Thomas and Webster

Mr B Thomas – Independent Member
Mr D Webster – Independent Member

Dear Member/Colleague

Audit Committee

You are invited to attend a meeting of the Audit Committee which will be held as follows:-

Date:	Wednesday, 22 July 2026
Place:	Council Chamber – Bury Town Hall
Time:	7.00 pm
Briefing Facilities:	If Opposition Members and Co-opted Members require briefing on any particular item on the Agenda, the appropriate Director/Senior Officer originating the related report should be contacted.
Notes:	

AGENDA

1 **APOLOGIES FOR ABSENCE**

2 **DECLARATIONS OF INTEREST**

Members of the Audit Committee are asked to consider whether they have an interest in any of the matters on the agenda and, if so, to formally declare that interest.

3 **MINUTES OF THE LAST MEETING** *(Pages 5 - 14)*

The Minutes of the last meeting of the Audit Committee held on 14 April 2026

4 **MATTERS ARISING**

5 **DRAFT STATEMENT OF ACCOUNTS 2025/2026 & DRAFT AGS** *(Pages 15 - 216)*

Report from the Director of Finance
Unaudited Draft Statement of Accounts
Draft Annual Governance Statement

6 **EXTERNAL AUDIT PROGRESS REPORT** *(Pages 217 - 230)*

Report from Bury's External Auditors

7 **CORPORATE RISK REGISTER** *(Pages 231 - 292)*

Report from S.151 Officer
Appendix A
Appendix B
Appendix C
Appendix D

8 **INTERNAL AUDIT ANNUAL REPORT 2025 -2026** *(Pages 293 - 314)*

Report from Senior Auditors
Appendix A

9 **INTERNAL AUDIT STRATEGY FRAMEWORK AND PERFORMANCE MEASURES & TARGETS FOR 2026/27** *(Pages 315 - 332)*

Report from the S.151 Officer
Appendix A
Appendix B
Appendix C

10 **GLOBAL INTERNAL AUDIT STANDARDS SELF-ASSESSMENT AND DEVELOPMENT PLAN (QAIP) 2026/27** *(Pages 333 - 364)*

Report from the S.151 Officer attached

Appendix A
Appendix B
Appendix C
Appendix D
Appendix E

11 INTERNAL AUDIT PROGRESS REPORT *(Pages 365 - 388)*

Report from the S.151 Officer
Appendix A
Appendix B
Appendix C

12 FINANCIAL PROCEDURE RULES AND SCHEME OF DELEGATION *(Pages 389 - 464)*

Report from S.151 Officer

13 CONSTITUTION UPDATE - DELEGATED OFFICER POWERS **FOR INFORMATION ** *(Pages 465 - 470)*

Report from the Monitoring Officer
Appendix D

14 EXCLUSION OF PRESS AND PUBLIC

To consider passing the appropriate resolution under Section 100(A)(4) of the Local Government Act 1972 that the press and public be excluded from the meeting during consideration of the following items of business since they involve the likely disclosure of the exempt information stated.

15 INTERNAL AUDIT - AUDIT REPORTS AND FOLLOW UPS/ SPECIAL INVESTIGATIONS REPORT *(Pages 471 - 484)*

Report from the S.151 Officer
Report from the S.151 Officer

16 COUNTER FRAUD PROGRESS REPORT *(Pages 485 - 494)*

Report from the S.151 Officer
Appendix

This page is intentionally left blank

Agenda Item 3

Minutes of: **AUDIT COMMITTEE**

Date of Meeting: 14 April 2026

Present: Councillor E Moss (in the Chair)
Councillors R Bernstein, D Berry, D Green, M Hayes, G McGill, M Rubinstein and G Staples-Jones. Mr B Thomas, Independent Member, Mr D Webster, Independent Member

Also in attendance: Adrian Blackshaw – Senior Auditor
Helen Corbishley – Head of Performance and Delivery
Jacqui Dennis – Director of Legal & Democratic Svs
Emma Hamer – Senior Corporate Fraud Officer
Neil Kissock – Director of Finance
Stefan Mann - Senior Corporate Fraud Officer
Karen Murray – Forvis Mazars
Judith Smith - Senior Auditor
Daniel Watson – Forvis Mazars

Public Attendance: No members of the public were present at the meeting.

Apologies for Absence: Councillor I Gartside, Councillor J Hook and Councillor M Rahimov

---

AU.128 APOLOGIES FOR ABSENCE

Apologies for absence are recorded above.

AU.129 DECLARATIONS OF INTEREST

There were no declaration of interest made at the meeting.

AU.130 MINUTES OF THE LAST MEETING

It was agreed:

That the Minutes of the last meeting held on 17 February 2026 be approved as a correct record and signed by the Chair.

AU.131 MATTERS ARISING

There were no matters arising from the Minutes of the Last Meeting

AU.132 INTERNAL AUDIT PROGRESS REPORT

The Senior Auditor presented a report from the Section 151 Officer detailing the work undertaken by Internal Audit between 1 January and 31 March 2026. The report outlined progress made in completing the 2024/25 Internal Audit Plan and commencing the 2025/26 Audit Plan. It enables Members to monitor the performance of the Internal Audit service, raise any matters for further consideration, and provides an opportunity to request additional information or propose areas for further or follow-up audit work.

The conclusions drawn from the report are:

- Work on the 2025/26 plan is progressing, with 17 reviews ongoing and 3 reports at draft stage. All audits from the 2025/26 plan have commenced.
- 3 final audit reports have been issued during the quarter 4 period.
- 7 first follow up exercises and 6 second follow up exercises have been completed between the period 1 January to 31 March 2026.

Those present were given the opportunity to ask questions and the following points were raised:

- Councillor Bernstein referred to the KPIs that were set out in the report and the fact that 72% had been met and asked what this said.

It was explained that this was the first year that the KPIs had been recorded. There was room for improvement, but the implementation of recommendations was out of the control of Internal Audit.

- Councillor Moss referred to the 3 audit reports that had been issued during the last quarter and the fact that they had all been limited assurance and asked if there was any reason for this.

It was stated that there was no reason.

- Councillor Moss referred to the guidance which will be issued to schools and asked if the auditors were seeing commonality on school audit reports?

It was confirmed that there were common areas and these had been picked up in the guidance that was being issued by the schools finance team.

- Councillor Moss asked what could be done to ensure that more audits were completed.

It was explained that the team try to complete as many audits as possible throughout the year and were on track to complete another 9. It was stated that there would always be incomplete audits to carry over at the end of each year. The number of days spent on audits had reduced year on year

- Councillor Berry asked whether the Audit Committee would receive reports of the Governance and Assurance Board and what would happen if targets weren't achieved.

Any recommendations that were outstanding were monitored monthly at the Governance and Assurance Board that was attended by the Directors, Assistant

Directors and heads of service. The Internal Audit team follow up on outstanding recommendations.

- Mr Webster referred to the ICT reviews and asked if any had been undertaken.

It was reported that Salford Council provide 20 days of support to Bury in relation to ICT audits, but no reviews had been done for the 25/26 financial year as work undertake during 24.25 had still been being finalised. The work for 26/27 had been agreed.

- Councillor Green asked when the vacant Head of FAIR post would be recruited to.

The S.151 Officer explained that the job was currently going through moderation and would be recruited to imminently.

It was agreed:

That the Audit Committee note the report and the work undertaken by the Auditors

AU.133 CORPORATE RISK REGISTER

The Risk Manager submitted a report of the S.151 Officer which provided an updated position with regards to the risks identified and assessed on the Council's Corporate Risk Register up to 28 February 2026

26 risks were currently present on the Corporate Risk Register and had been identified as those that have the potential to disrupt the Council's strategic objectives and service delivery.

The report presents all relevant information and scoring of these risks, an overview being:

17 risks are currently rated as Significant (risk score 15-25)
7 risks are currently rated as High (risk score 8-12)
2 risks are currently rated as Moderate (risk score 4-6)

0 have increased in score
4 have decreased in score
21 have remained static
1 is newly introduced
3 are proposed for closure

Members were given the opportunity to ask questions, and the following points were raised:

- Councillor Moss raised the following questions.

  In relation to CR28 Asylum & Immigration, what is the justification for the reduction in the Likelihood score from 4 to 3.

In relation to CR41 Cyber Crime & Digital Threats, what is the justification for the reduction in the Impact score from 4 to 3.

In relation to CR4 Digital Transformation, what is the justification for the reduction in the Likelihood score from 3 to 2

The following information was provided:

CR28 – of all the mitigating actions. A complete staffing structure is now in place, alongside clearly defined pathways, which significantly reduces both risk and impact. Data from the past year provides strong evidence of a reduction in fast-track decision making by the Home Office, with decisions becoming more stable and predictable. This has enabled the service to plan more effectively for families moving on from Home Office accommodation. At a national level, Bury has been placed on a maintain and replace model for asylum dispersal. This means there is an agreed cap on bed spaces within the, and no additional properties will be procured beyond this limit. Arrivals through the Ukraine schemes have decreased significantly, and the council has a dedicated Migration Officer supporting the managed closure of the Ukraine pathway within the next 18 months.

It should also be noted that this justification was completed in February 2026, prior to the conflict involving Iran. While there is currently an increased level of global risk, there is no Homel Office confirmation of this stage that the UK has been directly impacted by displacement related to this situation.

CR41 – The reason for the reduction in the impact score is because of the additional investment the Council agreed last financial year to improve our data recovery and backup software. These systems have now been fully procured and installed. This, combined with our Cyber Security management arrangement with Salford City Council means that we are more prepared for when, not if, a cyber-attack occurs. The steps we have taken have included ensuring that we have up to date scenario planning for different types of cyber threats and have upgraded our digital estate to allow these threats to be isolated and managed, reducing the overall threat of loss of service to the council as a whole. We continue to act on updates from the National Cyber Security Centre (NCSC) and Government Cyber Coordination Centre (GC3) and we will shortly be applying for our Public Services Network (PSN) Certificate to provide further assurance to the organisation that our infrastructure meeting the necessary security standards to be compliant with the PS Code of Connection (CoCo).

CR4 - During 2026/27, following an assessment of the delivery programme for Digital, Data and Technology (DDAT) against the original objectives of the new operating model, additional funding was agreed via a business case to the Performance, Delivery & Transformation Board and Finance Board to strengthen the team.

Additional posts were created within the Technology & Infrastructure Pillar of the team to support the work on key business systems such as Unit 4 and the Liquid Logic system for Children's Services. In addition, the introduction of the new Service Desk software has supported the team in prioritising work more effectively, thereby ensuring that problems are dealt with earlier, reducing the wider impact on the team's capacity and the rest of the organisation.

- Mr Webster referred to the proposed closure of CR36 – Project Safety Valve agreement delivery and asked if this was in relation to the recent government announcement that it will cover around 90% of local authorities' historic SEND-related Dedicated Schools Grant (DSG) deficits, including those previously managed through Project Safety Valve (PSV) arrangements. Mr Webster state that the grant would not be considered until autumn so asked if the closure of the risk was too hasty.

The S.151 Officer explained that Bury were already making good progress in relation to PSV before the announcement was made, therefore it was justifiable to close the risk. It was explained that the risk would go to Directorate level so would remain to be reviewed.

- Councillor Berry referred to CR6, Climate Change and the reference made within the planned actions to 'Schools Streets'. Councillor Berry stated that as nothing was happening in relation to this why was reference made in the register.

It was stated that this question would be passed to the risk owner for an update.

It was agreed:

1. Note the report;

2. Approve the closure of:

CR29 - Reinforced Autoclaved Aerated Concrete (RAAC),
CR36 – Project Safety Valve agreement delivery
CR42 - Elections

Confirm that CR40 – Community Tensions and Global Conflict receive a deep dive presented at the next meeting of the Audit Committee.

AU.134 EXTERNAL AUDITOR'S REPORT

The External Auditor's Annual Report was presented to the Committee.

It was explained that the report was for information and confirmed that the External Auditors, Forvis Mazars, had completed the work in relation to the 2024/2025 financial statements.

AU.135 INTERNAL AUDIT PLAN 2026/2027

The Senior Internal Auditor presented a report of the Director of Finance setting out the context of the Internal Audit Service and explaining the approach to the compilation of the 2026/2027 Internal Audit Plan.

The plan was set out at appendix B of the report.

Those present were given the opportunity to ask questions and the following points were raised:

- Councillor Berry referred to Anti Social Behaviour not being included and asked why this was.

It was explained that this was lower down the priority list.

- Mr Webster referred to the 10 days that were set out for IT and asked if this was correct.

It was explained that this was the case. Salford Council had requested in the SLA that 10 days be committed initially but more could be requested if required and would be provided at the same rate.

- Mr Webster referred to Audit work that wasn't carried out from the previous plan and asked how this would be prioritised.

It was explained that the next priorities would be homelessness, MP casework, finance & assurance, educated at home, facilities management and school grid system.

- Councillor Moss referred to the assurance of core financial systems and processes.

It was reported that time spent in relation to the unit 4 system implementation would be recorded throughout the upgrade process.

Questions were raised in relation to time allocated on carry over work and it was explained 20 audits were carried forward with 101 days allocated.

It was agreed:

1. That the report be noted.

2. That the Annual Audit Plan 2026/2027 be approved.

AU.136 COUNTER FRAUD PLAN 2026/2027

The Senior Auditor presented the Counter Fraud Plan, which sets out the programme of work the team aims to deliver during 2026/27. The plan has been developed using the team's experience and knowledge of work undertaken in previous years and is intended to be kept under continuous review and further developed as required.

The team has established contacts within councils across the Greater Manchester Combined Authority and in other regions nationally. Through networking and liaison with these teams, the team is able to identify emerging fraud risks and areas being targeted by fraudsters, as well as learn from work and developments undertaken elsewhere. This intelligence will be used to inform the team's work and to identify areas for potential inclusion in future counter fraud plans.

Those present were given the opportunity to make comments and ask questions and the following points were raised:

- Councillor Green referred to the work involved with investigations and asked if there were sufficient resources available to deal with increased risks.

It was explained that a business case was being prepared to request more resources and if successful it was hoped that results would be seen within 12 to 18 months.

It was agreed:

That the Annual Counter Fraud Plan 2026/2027 be approved

AU.137 INFORMATION GOVERNANCE UPDATE

The Head of Performance, Delivery and Compliance and Data Protection Officer presented a report updating the Audit Committee on the Council's Information Governance activity for 12 months up to 28 February 2026. As mentioned in previous reports to Audit Committee, these reports now focus on the Council's performance in the delivery of Information Governance.

The report set out the figures in relation to the number of Subject Access Requests (SAR), Freedom of Information Requests (FOI), and Environmental Information Reviews (EIR) received in the 12 month period and the timelines for responding to the requests.

There had been:

299 SAR received
1261 FOI requests received
27 EIR received

It was reported that there has been new software purchased to manage FOIs, EIRs, SARs and Data Breaches. This will be implemented from 1 May 2026 and provide further efficiencies in the process that should reflect in the performance figures going forward.

The report also set out details of the number of Council-related data breaches, outlined the actions being taken to improve performance in this area, and provided members with an update on GDPR training for staff and Members. This included information on non-compliance and the steps being taken to ensure completion of the training.

Those present were given the opportunity to ask questions, the following points were raised:

- Councillor Berry referred to FOI requests that had been compiled with the use of AI and asked whether this had led to an increase in more complex requests being received.

The Head of Performance, Delivery and Compliance and Data Protection Officer explained that this was not something that had been discussed but will be considered.

- Councillor Bernstein asked if the number of SARs, FOIs and EIRs received by Bury Council was in line with other Metropolitan Councils of a similar size.

It was explained that it would be in line with other local authorities and that work was being done with the ICO to benchmark across councils.

- Councillor Rubinstein referred to the GDRP training and non compliance and asked what was being done in relation to this and what sanctions were being put in place.

It was reported that the reasons behind the non compliance were being looked at and different options. There is a proposal in development to develop the training into a cyclical process completed at a particular part of the year. This will provide opportunity to understand compliance and analyse actual progress. In addition, work is ongoing to improve data recording and reporting by developing a live data dashboard on training compliance.

- Councillor Staples-Jones referred to the quality of responses provided to Freedom of Information requests and asked whether efforts were being made to ensure responses were sufficiently comprehensive to prevent further requests being submitted.

It was explained that the new software that was being introduced would ensure that the responses were as thorough as they could be.

- Councillor Staples Jones also referred to the GDPR training and asked if examples of where things had gone wrong locally should be included.

It was explained that the training provided was being reviewed and this was something that would be considered.

- Mr Webster referred to FOIs and SAR and the backlog that had built up and asked if these would be cleared.

It was reported that the backlog would be cleared and plans were in place and the work was being done. It was also anticipated that the new software system would also assist.

- Councillor Moss referred to non-compliance by Members in relation to GDPR training and noted that there had previously been a drive to encourage Members to complete the training.

The Monitoring Officer explained that this issue had been escalated through the Member Development Group and via the Group Whips. It was clarified that the figures quoted in the report related only to Members who had completed the online e-learning module and did not include training delivered through face-to-face sessions and virtual meetings as part of the wider Member training programme. It was therefore noted that overall compliance would be higher once this additional information was taken into account.

It was agreed:

That the contents of the report be noted.

AU.138 INTERNAL AUDIT CHARTER 2026/2027

The Senior Auditor presented a report setting out the Council's Internal Audit Charter.

It was explained that the purpose of Bury Council's internal audit Charter is to define internal audit's purpose, authority, and responsibility.

The Charter establishes the internal audit activity's position within the council and reporting lines; authorises access to records, personnel, and physical property relevant to the performance of audit work; and defines the scope of internal audit activities.

The Charter also covers the arrangements for the appointment of the Head of Internal Audit and internal audit staff, and identifies the nature of professionalism, skills and experience required.

The work of internal audit has been governed by the Institute for Internal Auditors Global Internal Audit Standards, that become mandatory for the UK public sector from April 1st, 2025.

Internal Audit has adapted its governing documents and other processes to achieve conformity to the new Standards.

The Standards are mandatory for all internal auditors working in the UK public sector.

Internal Audit is subject to external quality assessments every 5 years, and the assessors consider the Charter's conformity with the Standards as part of the work. The most recent review was carried out in 2024.

It was agreed:

That the internal Audit Charter 2026/2027 be approved.

AU.139 MEMBERS' DISCRETIONARY GRANTS ANNUAL REPORT

The Audit Committee received a report providing an update in relation to the Member's Discretionary Grants scheme.

It was reported that the majority of Elected Members had donated their £1000 discretionary grant in accordance with the scheme.

It was agreed;

That the contents of the report be noted

AU.140 EXCLUSION OF PRESS AND PUBLIC

It was agreed:

That the press and public be excluded from the meeting under Section 100 (A)(4), Schedule 12(A) of the Local Government Act 1972, for the reason that the following business involves the disclosure of exempt information as detailed against the item

AU.141 INTERNAL AUDIT REPORTS

A confidential report was submitted for information and the Committee were given the opportunity to make comments and ask questions.

It was agreed:

That the report and information received at the meeting be noted

AU.142 SPECIAL INVESTIGATIONS REPORT

The Senior Auditor introduced the report which was provided for information only.

The report related to the status of investigations as at 31 March 2026.

Members were given the opportunity to seek clarification and challenge any parts of the report.

It was agreed

That the report be noted.

COUNCILLOR E MOSS
Chair

(Note: The meeting started at 7.00 pm and ended at 10.00 pm)

Bury Council

Classification:	Decision Type:
Open	Key

Report to:	Audit Committee	**Date:** 22 July 2026
Subject:	Draft Statement of Accounts 2025/26	
Report of	Director of Finance	

Summary

1.1 In accordance with the Accounts and Audit Regulations 2015 (as amended) the Unaudited Draft 2025/26 Statement of Accounts were signed by the Director of Finance (S151 Officer) on 30 June 2026 by the deadline and published on the Councils website. However, the Annual Governance Statement was not available by the 30 June 2026 deadline, therefore the Council has been unable to commence the 30-working day period for the Exercise of Public Rights and a delay notice was published on the Council website.

1.2 The council intends to re-publish the Draft 2025/26 Statement of Accounts and publish the Draft 2025/26 Annual Governance Statement on 15 July 2026 to commence the 30-working day period for the Exercise of Public Rights from Thursday 16 July 2026 and this will end on Wednesday 26 August 2026.

1.3 The Accounts and Audit (Amendment) Regulations 2024 came into force on the 30 September 2024, this legislated the statutory backstop dates, including the 2025/26 Statement of Accounts of 31 January 2027. To comply with the backstop date legislation the Council must publish accountability statements on the website by this backstop date, accountability statements need to include:

- The Statement of Accounts together with the Audit Opinion and any certificate.
- The Annual Governance Statement.
- The Narrative Statement (the Council includes this within the Statement of Accounts)

1.4 Whilst there is no longer a requirement for those charged with governance to approve the Unaudited Draft Statement of Accounts and Draft Annual Governance Statement, Audit Committee are asked to consider and note the Unaudited Draft 2025/26 Statement of Accounts (Appendix 1) and Draft 2025/26 Annual Governance Statement (Appendix 2).

Recommendation(s)

2.1 Consider and note the Unaudited Draft 2025/26 Statement of Accounts and Draft 2025/26 Annual Governance Statement.

Report Author and Contact Details:

Name: Neil Kissock
Position: Director of Finance (S151 Officer)
Department: Corporate Core Department
E-mail: n.kissock@bury.gov.uk

Background

Reasons for Recommendation(s)

3.1 Under the Local Government and Housing Act 1989 preparation of the Council's accounts must follow proper practices, which includes compliance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting.

3.2 The arrangements for preparing and publishing the Council's Unaudited Draft Statement of Accounts and Draft Annual Governance Statement are set out in the Accounts and Audit Regulations 2015, as amended by the Accounts and Audit (Amendment) Regulations 2024.

3.3 Under the Accounts and Audit Regulations 2015 (as amended) the Director of Finance (S151 Officer) as the Councils responsible finance officer, must on behalf of the Council:

- Sign and date the Unaudited Draft Statement of Accounts and confirm they are satisfied that it represents a true and fair view of:
  - The financial position of the authority at the end of the financial year to which it relates, and
  - That authority's income and expenditure for that financial year.
- Publish on the authority's website the Unaudited Draft Statement of Accounts and the Draft Annual Governance Statement.
- Commence the 30-working day Period for the Exercise of Public Rights

Accounts and Audit Regulations

3.4 The Accounts and Audit (Amendment) Regulations 2024 came into force on the 30 September 2024; this legislated the statutory backstop dates as follows:

Financial Year Accounts	Deadline
2025-26	31 January 2027
2026-27	30 November 2027
2027-28	30 November 2028

3.5 To comply with the backstop date legislation the Council must publish accountability statements on the website by the backstop date, accountability statements need to include:

- The Statement of Accounts together with the Audit Opinion and any certificate.
- The Annual Governance Statement.
- The Narrative Statement (the Council includes this within the Statement of Accounts)

3.6 Those charged with governance are required to approve the final audited accountability statements prior to publication.

3.7 Bodies that are exempt or have failed to comply with a backstop date will be required to publish an explanation and publish audited accountability statements as soon as practicable. The government intends to publish a list of bodies and auditors that do not meet the proposed backstop dates and are not exempt, those bodies will need to send a copy of the published explanation to the secretary of state.

Statement of Accounts

3.8 The format and content is defined in regulations and specified in the relevant sections of the CIPFA/LASAAC Code of Practice, and comprises:
- Narrative Statement
- Statement of Responsibilities for the Statement of Accounts
- Core Financial Statements
- Expenditure and Funding Analysis
- Notes to the Core Financial Statements
- Supplementary Statements: Housing Revenue Account (HRA), Collection Fund
- Group Accounts
- Notes to the Group Accounts
- Glossary of Terms

3.9 The Council's Unaudited Draft 2025/26 Statement of Accounts are attached at Appendix 1 for consideration and noting.

Annual Governance Statement (AGS)

3.10 A key role of Audit Committee is to oversee the Council's control environment and the associated system of internal controls and assurance processes. Audit Committee must satisfy itself that the Authority's assurance statements, in particular the AGS, properly reflects the risk environment and any actions needed to improve it.

3.11 The AGS therefore sets out the governance issues that are deemed significant and the actions that are being taken to address them. The Council is required to exercise judgment in deciding whether or not a particular issue should be deemed significant. Factors which are used in exercising that judgment include:
- Whether the issue seriously prejudiced or prevented achievement of a principal objective.
- Whether the issue has resulted in a requirement to seek additional funding to allow it to be resolved or has resulted in significant diversion of resources from another aspect of the business.
- Whether the external auditor regards it as having a material impact on the accounts.
- Whether the Audit Committee, or equivalent, advises it should be considered significant for this purpose.
- Whether the acting Head of Fraud, Audit, Insurance & Risk reports on it as significant, for this purpose, in the annual opinion on the internal control environment.
- Whether the issue, or its impact, has attracted significant public interest or has seriously damaged the reputation of the organisation.

3.12 The information provided in the AGS regarding significant governance issues may include a description of the weakness and its impact on the Council in order to improve disclosure and provide context for the actions taken. The Council is required to balance utility to the reader of the AGS against the need for discretion in such disclosure to avoid further adverse impacts or exploitation of the weakness.

3.13 The Council's Draft 2025/26 Annual Governance Statement are attached at Appendix 2 for consideration and noting.

Links with the Corporate Priorities:

The production and publication of the Statement of Accounts provides valuable information to the residents of the Council and to its suppliers.

A strong financially sustainable Council is essential to the delivery of the Let’s do it Strategy.

Equality Impact and Considerations:

The statement of Accounts is a record of past financial expenditure and income. It does not determine future resource allocation.

Environmental Impact and Considerations:

There are no implications to an increased carbon impact of this decision.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
There is a risk of misstatement	Accounts are reviewed by Forvis Mazars and their opinion of both set of accounts is independent to the Council

Legal Implications:

The localised accounts process was established pursuant to the Local Audit and Accountability Act 2014, the system ensures that the Councils accounts are independently verified by the Council’s external auditors Forvis Mazars ensuring good governance and financial transparency.

This report is submitted to Audit committee in accordance with the financial regulations as set out in the Council constitution.

Financial Implications:

The statement of accounts are an essential part of any organisation and represent the financial position of the business for that particular financial year. For public sector organisations they are statutory and give the public and central government assurance that taxpayers money is being expended in an economic and efficient way. These accounts not only report the in-year position but also the future stability of the organisation through the strength of its balance sheet and cash flow.

Appendices:

Appendix 1: Bury Unaudited Draft 2025/26 Statement of Accounts
Appendix 2: Bury Draft 2025/26 Annual Governance Statement

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning

This page is intentionally left blank

Bury Council

2025-26 Draft Statement of Accounts

Table of Contents

Introduction by the Director of Finance

I am pleased to introduce our financial accounts for 2025/26. The purpose of these accounts is to present a true and fair view of the financial results of our activities for the year and the value of our assets and liabilities at the end of the year. The Statement of Accounts have been prepared in accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Local Authority Accounting in the United Kingdom. The Statement of Accounts play a vital role in providing Bury residents, Council Members, and other interested parties with an understanding of the Council's financial position, providing assurance that public resources have been used and accounted for in an appropriate manner.

It aims to ensure the readers of the Statement of Accounts can:

- Understand the overarching financial position of the Council and the 2025/26 financial outturn.
- Have confidence that public money with which the Council has been entrusted has been used and accounted for appropriately, and;
- Be assured of the robustness of the council's financial standing.

The Council's Statement of Accounts is presented as simply and clearly as possible. However, the accounts for such a large and diverse organisation are by their nature both technical and complex. To assist in this, a narrative report has been produced.

Neil Kissock
Director of Finance (S151 Officer)

Certificate of the Statement of Accounts

I certify that the Statement of Accounts presents a true and fair view of the financial position of Bury Council at 31 March 2026, and its income and expenditure for the year ended 31 March 2026.

Neil Kissock
Director of Finance (S151 Officer)
30 June 2026

Approval of the Accounts

In accordance with the Accounts and Audit Regulations 2015, I certify that the Statement of Accounts for the financial year ended 31 March 2026, was approved under delegated powers as agreed by the Audit Committee at the meeting held on XX XXX XXXX.

Councillor Jodie Hook
Chair of the Audit Committee
XX XXX XXXX

Narrative Report

The Narrative Report provides information on the authority, its main objectives and strategies and the principal risks that it faces, as well as providing a commentary on how the authority has used its resources to achieve its desired outcomes in line with its objectives and strategies throughout 2025/26.

In the beginning of the 2025/26 financial year, Bury Council had significant financial pressures exacerbated by the challenging national financial outlook.

To provide funding certainty and allow councils to plan ahead, in December 2015 the Government offered councils a four-year funding settlement for the period 2016/17 to 2019/20. Over the six years since of 2020/21 to 2025/26 the Government has limited this to one-year only settlements, that makes it extremely difficult for councils to forecast future funding levels with any certainty and strategically forward plan.

On 3 February 2025 Government published a one-year 2025/26 Local Government Finance Settlement, Government later returned to a 3-year multi-year settlement for 2026/27 to 2028/29, which was accompanied by changes to the funding system for local government including the long delayed new fair funding formula to realign funding nationally in line with the recognised need for services whilst giving due consideration to a council's ability to raise revenue via council tax, and business rates.

Bury Council benefitted from the increased funding under the new fair funding formula in 2025/26 and this should also improve future financial position.

Introduction to Bury

Bury is a historic market town in Greater Manchester blending rich industrial heritage with modern cultural appeal. Located just 10 miles north of Manchester City Centre, it is globally renowned for its award-winning, 500-year-old Bury Market and traditional black pudding. Visitors flock to ride the vintage steam trains on the East Lancashire Railway or explore the town's vibrant Cultural Quarter, which hosts the acclaimed Bury Art Museum and The Fusilier Museum. Surrounded by beautiful Pennine countryside, Bury also offers scenic outdoor escapes like Burrs Country Park and panoramic views from Holcombe Hill's iconic Peel Tower.

Key Facts

Population

The Office for National Statistics (ONS) 2024 mid-year population estimate report Bury's total population as 198,921. It is forecasted to grow to 208,437 by 2047, with an expectant increase of aged over 80 from 9,208 in 2022 to 15,201, in 2047 with resultant increases in demand for health and social care services.

Age Profile

The working age population (age 16 to 64) as a proportion of the population is slightly lower than the regional and national averages, whilst those over 65 also represent a lower percentage of the population than regional and national averages. Over 85's represents 2.3% of the population compared to 2.5% nationally. Under 16s are higher than regional and national averages.

About the Council

The Council operate a cabinet structure, with the majority party on most occasion choosing the leader of the council, with the chairmanship of the cabinet heading their respective portfolios. The scrutiny committee have an oversite of the actions of the cabinet. The member lead on the strategy with the Chief Executive and directors working with members to implement these strategies.

Political structure

Bury is made up of 17 wards with 3 Councillors representing each ward giving an overall total of 51 members. In 2025, Bury Council did not hold any local elections due to it being our 'fallow year'. There were however some changes to the political structure since the election held in May 2024, due to a by-election and Councillor defections.

The Cabinet

The Cabinet is the main decision-making body of the Council and is responsible for the strategic management of Council services. The Council in 2025/26 consisted of a Leader and 8 Cabinet Member Councillors each of whom held a Cabinet Member portfolio.

These were as follows:
- Strategic Growth
- Adult Care, Health, and Public Service Reform
- Children and Young People
- Finance and Transformation
- Culture Economy and Skills
- Environment, Climate Change and Operations
- Customer Service, Communications and Corporate Affairs
- Housing Services
- Communities and Inclusion

Cabinet members are also held to account through Overview and Scrutiny Committees.

Workforce

The Council's Executive Team provides leadership to the Council and supports the work of Councillors. The Chief Executive is supported by 4 Executive Directors – Health & Adult Care & Deputy Place Based Lead, Children and Young People, Strategy & Transformation and Place. The Chief Executive is also supported by the Director of Law & Democratic Services (Monitoring Officer) and the Director of Finance (s151 Officer).

In carrying out their roles, the Executive Team support the Council in:

- Developing the Council's strategies
- Identifying and planning resources
- Delivering Council plans
- Reviewing the Council's performance and effectiveness in delivering services to residents across the borough

Council Employees

The Council employee count full time equivalents (FTE), excluding staff directly employed by schools and casuals were 2,305 (2,282 as of 31st March 2025). The slight increase in staff number is in line with bringing significant organisational change, stability, and improvements in various challenging areas, where possible. Investing in and engaging with our staff and ensuring they have the right skills and knowledge to support effective and efficient delivery is a priority and will continue to be so as the Council continues to transform in 2026/27 and beyond. These changes and embedding of organisational values and behaviours aligned to the LET'S Do It! Strategy. The Council aims to build a resilient and flexible workforce that is able to deliver the Council's plans and meet the changing needs of the organisation. The Council aims to have the right people, with the rights skills and the right tools in place to do their job across the whole of the Council.

2025/26 Corporate Plan

The context for the Corporate Plan for 2025/26 is similar to that of previous years. Despite positive trajectories on the delivery of the content of the 2024/25 plan there continues to be a significant financial gap as described in the Council's MTFS. In addition, as experienced elsewhere, there continues to be increased pressure on the Council and it's partners due to the increase in the volume and complexity of demand.

Despite the scale of ambition of delivery in 2024/25, and alongside those other unforeseen activities that required additional capacity, most of the plan was delivered. However, there is still much work to do to impact against the Council's three priorities which were always intended to be multi-year plans, contributing to the LET'S 2030 Strategy. Focus will still need to continue to be sustained against these priorities to improve outcomes in these areas.

Whilst some of the focus of the Corporate Plan for 2024/25 was preparatory for the delivery of large schemes and intervention, the plan for 2025/26 includes clear and tangible deliverables with principle regeneration sites underway and new services up and running. The outcomes of upcoming inspections with the CQC and Ofsted will be known and therefore some space will need to be included for he actions which follow from those inspections to continue to improve outcomes. In addition, an amount of focus needs to be aligned with tackling inequalities particularly because as the national and regional integrated health and care systems are subject to significant change with the national NHS reform program. The plan will also cover those milestones which were not delivered in 2024/25.

Therefore, the three priorities and an additional the enabling priority will be repeated for the 2025/26 planning year. Key objectives have been described against each of these priorities, together with a clear set of quarterly delivery milestones. The plan on a page is below and the proposed delivery milestones at Appendix Four. As per the delivery position at Quarter 4, any remaining undelivered milestones have been rolled over into this new plan.

2030 Vision | **Council Priorities – LET'S Do It! 2025/26**

Achieving Economic Growth

Reducing Deprivation

LET'S Do It! Values & Behaviours

Sustainable Inclusive Growth:
- Deliver the All Age Work and Skills Strategy and Action Plan
- Agree a Local Plan in context of Places for Everyone
- Develop a new Housing Strategy
- Construction of Radcliffe High School, Civic Hub and redevelopment of the Radcliffe Enterprise Centre and Market Chambers
- Progress Bury Town Centre Masterplan projects; NORA (Northern Rock Area), Millgate refurbishment, Indoor Market, Chamberhall Phase 2
- Deliver Prestwich Phase 1
- Design and deliver township development plans for Whitefield & Ramsbottom
- Progress the Northern Gateway scheme: establish MDC; Western Access OBC and first-phase planning
- Continue to deliver the Local Transport Strategy including Bury Interchange improvements, the Highway Improvement Strategy and the active travel programme
- Develop Annual Sustainability Plan and progress Climate Change Strategy including town centre heat network and the EV Charging point network
- Support implementation of flood defence scheme by Environmental Agency

Improving Children's Lives:
- Progress the SEND Improvement Journey (inc. free special schools)
- Continue the transformation of our Pupil Referral Unit offer
- Progress the Children's Social Care Improvement journey: embed family safeguarding; develop commissioning strategy and workforce development
- Establish an Education and Inclusion Strategy
- Agree a multi-agency plan in response to the social care reforms, outlined in Keeping Children Safe, Helping Families Thrive and the Children's Wellbeing and Education Bill

Tackling Inequalities:
- Deliver the Bury Locality Plan update for health and care transformation in the borough
- Develop the health inequalities strategy and deliver our improvement plan for Adult Social Care
- Accelerate development of the Bury neighbourhood model, in context of GM Live Well approach, including economic inactivity trailblazer pilot
- Update the anti-poverty action plan and evaluate impact
- Develop the Wellness strategy inc. the leisure business case and deliver the Green Flag Parks Programme and Green Spaces Strategy
- Deliver the Culture Strategy through the Community Culture Fund, the annual co-created events programme and repairing the Bury Art Gallery and Ramsbottom Library roofs
- Implement the New Community Safety Plan
- Deliver on plans to improve social housing, including decarbonisation, and increase tenant satisfaction

Enabling Actions

Financial Sustainability
- Delivery of MTFS Savings and develop 2026/27 MTFS
- Refresh of the Capital Programme
- Production of a Commercial Strategy
- Improve strategic commissioning and procurement
- Deliver finance restructure and improvement plan

Workforce, Culture & Inclusion
- Develop HR Service Improvement Plan
- Deliver the Inclusion Strategy
- Quarterly OD programme to embed LETS principles
- Ensure continued compliance with PDRs, Mandatory Training and Service Planning, inc. Health & Safety
- Deliver the Council's Improvement Plan

Transformation
- Implementation of the Digital Strategy
- Deliver the Unit 4 Upgrade and change plan
- Confirm the Council's Corporate Estate Plan
- Increase community engagement through the new VCFA SLA and our social cohesion strategy

The Plan also includes new objectives and milestones for the enabling actions needed to ensure the organisational conditions necessary to deliver these priorities. These objectives and milestones pay particular attention to the external auditor's recommendations regarding improved governance and robustness around financial decision making.

A new suite of key performance indicators is also being developed as part of a refreshed performance framework for the organisation. This is in two tiers where a set of high-level indicators which can be benchmarked where appropriate can be utilised for monitoring the impact of the corporate plan delivery and then a second tier of indicators which demonstrate activity that is happening within services. The proposed suite of Corporate Plan KPIs is attached at Appendix Five.

Performance:

Following Quarter Four, the overall position against delivery of the Corporate Plan for 2025/26 remains positive. The majority of objectives have been delivered or are on track, with a small number subject to managed risks where delivery is influenced by external dependencies or system pressures.

Progress has been sustained across key areas, including regeneration, children's services and targeted action to address inequalities. This has been supported by delivery of enabling programmes, particularly in relation to financial sustainability and organisational stability.

Performance trends broadly align with delivery, with improvement in a number of indicators, alongside continued pressures in housing, health inequalities and organisational compliance.

Overall, the year-end position reflects a stable and improving picture of delivery, with a strong foundation for continued progress in 2026/27.

Governance

Bury Metropolitan Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently, and effectively. The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

The Annual Governance Statement explains how the Council has complied with the CIPFA Financial Management Code and meets the requirements of regulation 6(2) Accounts and Audit Regulations 2015, in relation to the approval of the Annual Governance Statement.

The Head of Fraud, Audit, Insurance & Risk’s opinion for 2025/26

Based on the results of the audit work undertaken during the year, there is clear evidence of continued improvement across the Council’s control environment. The overall direction of travel is positive, with significant progress being made in addressing key risks and strengthening controls across a number of service areas. While it is considered too early at this stage to provide a moderate assurance conclusion, the Council has demonstrated sustained improvement and a strong commitment to implementing agreed actions. Consequently, the Head of Audits conclusion is that it remains one of a limited assurance, but with encouraging and measurable progress noted throughout the period. Importantly, the risks facing the Authority are being actively addressed, and there is positive momentum in the implementation of recommendations.

Outstanding recommendations identified following second follow-up reviews continue to be actively monitored by the embedded Governance and Assurance Board through its monthly oversight arrangements. This robust process is helping to identify areas where additional support and focus may be beneficial, ensuring that improvements continue to be driven forward across the Council. The continued involvement and scrutiny provided by this Board is making a positive and meaningful contribution to strengthening governance arrangements, promoting accountability, and supporting ongoing improvement across the organisation.

Performance Management

A new suite of key performance indicators was developed as part of a refreshed performance framework for the organisation. This is in two tiers where a set of high-level indicators which can be benchmarked where appropriate can be utilised for monitoring the impact of the corporate plan delivery and then a second tier of indicators which demonstrate activity that is happening within services. To support and empower, the executives and management, the performance dashboard was utilised to present this information in an accessible format, including trend information and benchmarking data.

Financial Sustainability

The finance department is committed to its mission of providing timely reports and support the business units in managing their respective resources as well as responding responsibly to our various stakeholders in good stead. By so doing the finance department continues to challenge itself and restructure its operations to be as fluid as possible in its mission, in optimising the resources of the council. It is key that finance is seen as an enabler to all departments to achieve the objectives and priories of the Council, whilst ensuring financial sustainability and resilience.

Workforce Culture and Inclusion
Our People Strategy was agreed November 2025. It set out our four strategic outcomes -

- Leaders who listen, learn and inspire
- Empowered & Engaged colleagues – retaining & attracting great people
- Teams who collaborate, innovate and grow
- Supported colleagues

In 2025/26 We finished a comprehensive programme of development for all managers who line manage staff and delivered a staff survey which highlighted many strengths, in particular an excellent rate of completion (45%), and 7 in 10 colleagues saying they would recommend Bury Council as a great place to work. Our future focus now is delivery of a People Plan that will include –

A new Leadership development programme

- Improving our approach to managing talent - aligned with our inclusion priorities - embedding support and forums for colleagues as well as exploring different approaches to recruiting.
- Linking development activity to our transformation activity
- Reveiwing our benefits and wellbeing offer

Transformation

In July 2021, Cabinet agreed a multi-year internal transformation programme with the objectives of both improving service quality and reducing costs. The programme is comprised of three workstreams: Let’s do it….

- Once – an integrated customer contact strategy.
- Flexibly – estates rationalisation and agile working.
- Well – internal improvement and efficiencies.

Underpinning much of this work is the Council’s digital programme, which seeks to promote digital-first user engagement, a digital workplace and improved business intelligence. During 2025/26 transformation activity has progressed, including implementation of the finance restructure and continued work on the Unit 4 system. While delivery timelines have been revised due to system complexity, progress continues with a clear recovery plan in place.

Budget Setting

The 2025/26 budget has been designed to support the delivery of the 2030 vision of the “The LET’S DO IT!” strategy as set out in February 2024 and the Council’s priorities and key deliverables as partly highlighted above, which apprises the Council’s Corporate Plan and associated plans.

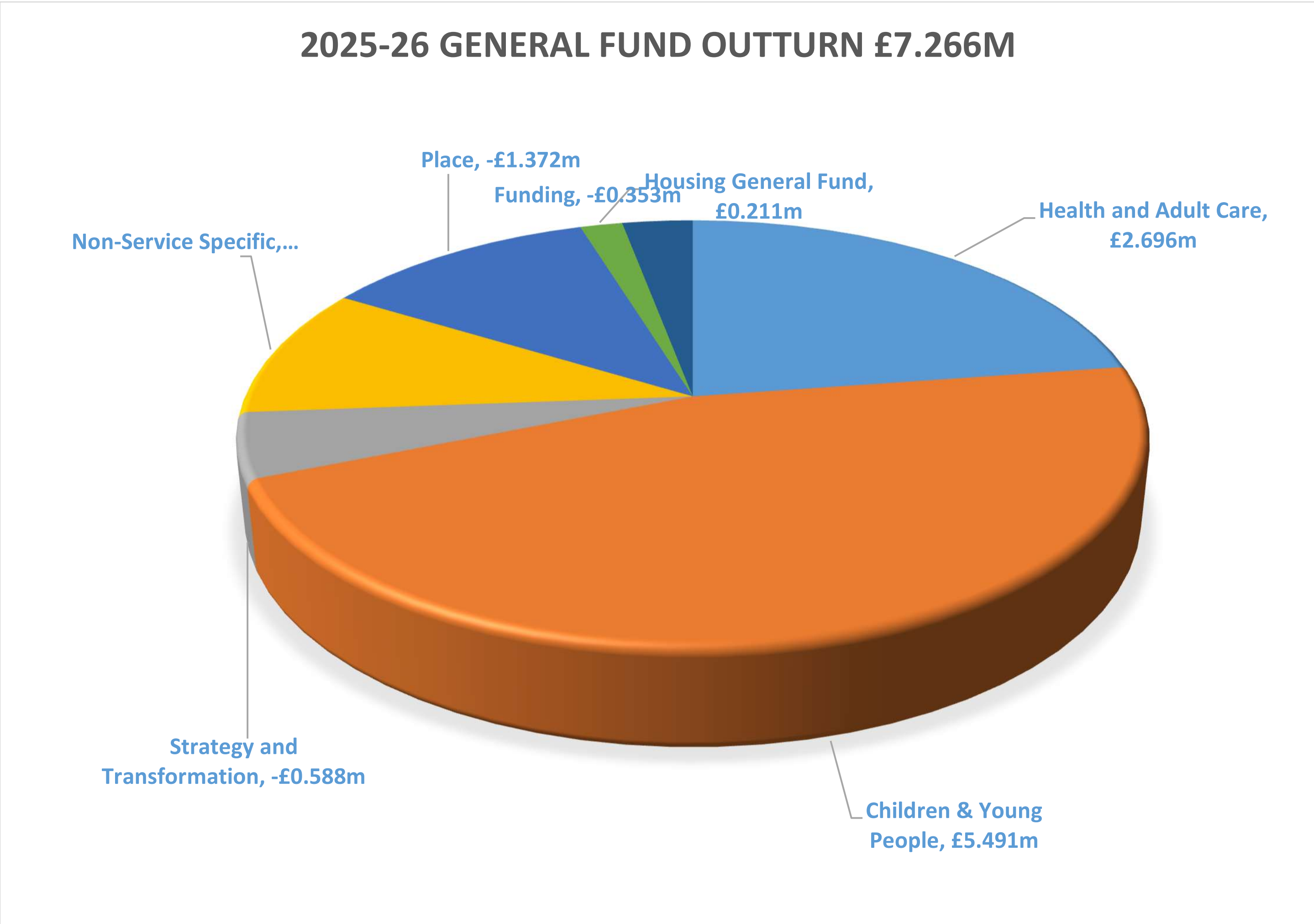
Financial Performance 2025/26

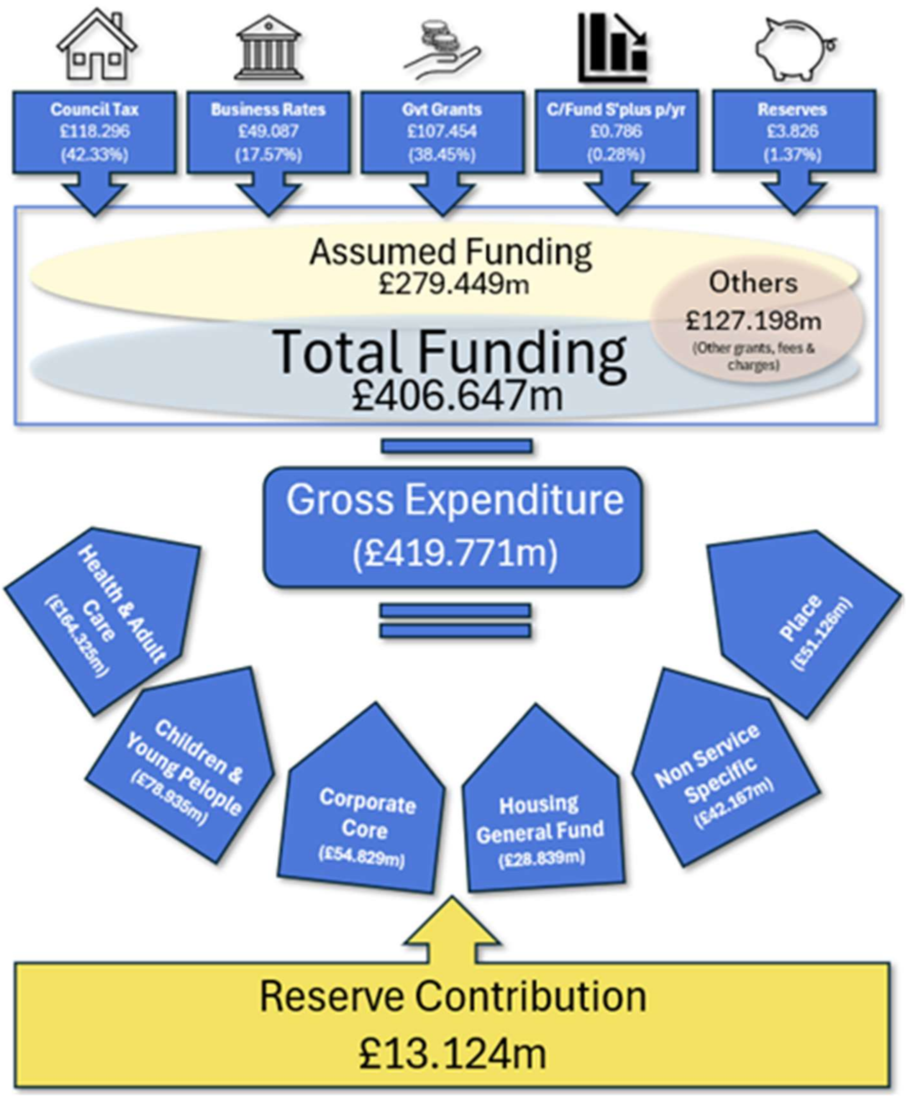
Revenue

The 2025/26 general fund revenue outturn position was an overspend of £7.266m (including the use of reserves) which represents a variance of 3.04% compared to the overall revenue budget of £238.987m. The final outturn is £0.666m lower than the forecast outturn position at quarter 3 which was reported to Cabinet in March and represents an additional call on reserves.

This Income and Expenditure is analysed by department below:

2025/26 Outturn	Revised Budget £m	Actual £m	Actual to Budget Variance £m
Health and Adult Care	£98.892	£101.588	£2.696
Children & Young People	£65.494	£70.985	£5.491
Strategy & Transformation	£30.082	£29.494	(£0.588)
Non-Service Specific	£29.294	£30.474	£1.180
Place	£15.304	£13.932	(£1.372)
Housing General Fund	(£0.079)	£0.132	£0.211
DIRECTORATE TOTAL	**£238.987**	**£246.606**	**£7.618**
FUNDING:	**(£233.129)**	**(£233.482)**	**(£0.353)**
Use of Reserves	**(£5.858)**	**(£5.858)**	**£0.000**
BUDGET POSITION	**£0.000**	**£7.265**	**£7.265**





Savings

The Council recognises the need for savings plans to be delivered. The Finance Board Project management capacity has increased and a programme that supports and monitors the delivery and deliverability of savings is in place for 2025/26 supported by the Executive Delivery Board. There have been 65.63% delivery of savings plans in 2025/26 (£7.439m achieved compared to £11.334m planned).

Dedicated Schools Grant (DSG)

Approved on the 6 November 2020 but coming into effect from the 29 November 2020 parliament agreed to establishing new accounting practices in relation to the treatment of local authorities' schools budget deficits. Where the Council has a deficit on its schools budget it must not charge the amount of that deficit to a revenue account. The Council must record any such deficit in a separate account established solely for the purpose of recording deficits relating to its school's budget. The new accounting practice has the effect of separating schools budget deficits from the Councils' general fund for a period of three financial years. This issue can only be fully resolved by closing the deficits.

At the end of 2025/26 the Council held a net deficit balance of £20.285m on its DSG account, an increase of £1.244m from £19.041m at the end of 2024/25. The overall outturn was an increase in the deficit position as a result of increased demand for supporting pupils with high needs.

In February 2026, the Government announced the introduction of the High Needs Stability Grant, which will fund 90% of the DSG unusable reserve as at 31 March 2026. The unusable reserve is £21.473m. The grant will be paid from Autumn 2026, on submission of an approved SEND Reform Plan. A number of workstreams have been, and continue to be developed, which will reduce the DSG deficit position in future years. The focus of this activity is around the High Needs Block and the demands against this funding stream. The Council is also working with Department for Education colleagues on a SEND Reform Plan.

Reserves

There was £5.858m budgeted use of reserves and £7.266m of reserves to balance the 2025/26 outturn.

Earmarked reserves have however been used throughout the year to deliver key priorities and deliver outcomes where specific funding had been received and was being held in reserves.

The accounts show that the Council has £36.89m (£56.29m at 31 March 2025) in general fund earmarked reserves at 31 March 2026 and £10.000m (£10.000m at 31st March 2025) in General Reserves at 31 March 2026.

The Council is faced with an uncertain financial climate over the medium to long-term which presents a high risk to the authority and there remains potential for further, yet unrecognised, risks. For this reason, a prudent approach to the level of reserves held by the Council remains a sensible and necessary approach that underpins the financial resilience of the organisation.

Usable Reserves	2024/25 £000s	2025/26 £000s
General Fund	(£10,000)	(£10,000)
Earmarked General Fund Reserve	(£56,290)	(£36,891)
Housing Revenue Account	(£16,746)	(£19,861)
Major Repairs Reserve	(£13)	(£13)
Capital Receipts Unapplied	(£16,532)	(£15,408)
Capital Grants Unapplied	(£28,935)	(£31,892)
Balance at 31 March	**(£128,516)**	**(£114,065)**

Pension liabilities/(Asset)

The Council has reported a nil pension liability/(asset) as at 31 March 2026 due to the effect of the asset ceiling, more detail on the asset ceiling calculation is provided in Note 38, (asset of nil as at 31 March 2025). Pension assets & liabilities are based on the requirements of IAS 19, Employee Benefits, and calculations are carried out using a prescribed method. The liability/(asset) is not an immediate deficit/surplus that has to be met now. The sum is the current assessment taking a long-term view of the future liabilities for existing pensioners and current employees who are accruing pension entitlement and of future expected investment performance.

Capital

In 2025/26, the amount expended on capital related activities, was £100.413m (£59.814m, 24/25). A capital finance requirement of contracts entered to commence in 2025/26 not including slippage from prior years and other minor contracts is estimated to be £17.336 (£19.360m, 24/25). These commitments are part of its LET'S DO IT! Priorities, - Achieving Inclusive Economic Growth", and does not include the amount for housing development.

CAPITAL EXPENDITURE by THEME	£m
Regeneration and Economic Growth	48.616
Highways	13.539
Open Spaces / Sports and Leisure	1.553
Children and Young People	6.936
Property	2.656
Housing	21.525
Climate Change	0.016
ICT	2.573
Capital Receipts Flexibility	3.000
TOTAL CAPITAL EXPENDITURE	**100.413**

CAPITAL FINANCING	£m
Prudential Borrowing	49.249
External Funding	33.528
Capital Receipts	9.554
General Fund RCCO	0.010
Housing Revenue Account DRF/MRR	8.072
TOTAL CAPITAL FINANCING	**100.413**

Housing Revenue Account (HRA)

Under legislation, income and expenditure on Council Housing is ringfenced within the HRA. This means the Council is not able to make contributions to or from its General Fund from or to the HRA.

After taking into account adjustments between the accounting basis and the funding basis under legislation and transfers to and from earmarked reserves there is an increase of £3.115m on the HRA Balance as at 31 March 2026 bringing it to £19.861m.

Collection Fund

The council is required by legislation to maintain a separate Collection Fund Account for the administration of Council Tax and Business Rates income. All income collected from local taxpayers is paid into this account and then distributed to the Council's General Fund, and to the Greater Manchester Combined Authority (GMCA) for the GMCA Mayoral Police and Crime Commissioner precept and the GMCA Mayoral General precept (including fire services).

The 2025/26 movement on the Collection Fund is a deficit of £2.908m, from an overall surplus of £0.684m to an overall deficit of £2.223m.

The Council's and the Precepting Authorities share of the surplus is shown in the table below:

The Collection Fund	Council Tax £000s	Business Rates £000s	Total £000s
Opening Collection Fund Balance	(£918)	£233	**(£684)**
(Surplus)/Deficit for the year	£3,401	(£493)	**£2,908**
Closing Cumulative (surplus)/Deficit carried forward	**£2,483**	**(£260)**	**£2,223**
Allocated to:			
Bury Council	£2,050	(£257)	**£1,793**
GMCA Mayoral General	£277		**£277**
GMCA Mayoral Police and Crime Commissioner	£156	(£3)	**£153**
Total Allocation	**£2,483**	**(£260)**	**£2,223**

Greater Manchester 100% Business Rates Retention Pilot

On 1 April 2017, the GMCA, Bury Council and the nine other GM districts commenced a pilot scheme for the 100% local retention of Business Rates. The participants agreed to pilot full Business Rates Retention on the basis that no district would be worse off than they would have been under the original '50/50' arrangements whereby Business Rates revenues are shared between Central Government and the Local Authority sector. This has become known as the 'no detriment' principle. Under the pilot scheme, additional rates income is offset by reductions in other funding streams such as the Revenue Support Grant (RSG) and Public Health Grant.

The Council continued with the 100% increased Business Rates Retention arrangements in 2025/26. Business rates income is a complex and volatile tax, changes in rateable values and increases in appeals by businesses are difficult to predict and can have a significant impact on the actual benefit realised at the end of the financial year.

From the Government's perspective, the primary purpose of the increased Business Rates Retention arrangements was to develop and trial approaches to manage risk and reward in a Local Government finance system that included the full devolution of Business Rates revenues.

The expected reform of Local Government Funding including the Business Rates Retention scheme has taken place for financial year 2026/27 and it has been confirmed that the Greater Manchester 100% increased Business Rates Retention arrangements will continue in 2026/27.

Treasury Management

The Treasury management function is essentially how Bury council manages its money on a day to day and long-term basis to make sure it has enough cash to operate and invest safely. It involves borrowing money when needed (for example, to fund schools, roads, or major projects), investing any spare cash to earn a return, and carefully managing risks such as interest rates and economic changes. To ensure the council can deliver services reliably while getting good value for taxpayers, the aim is to balance three key priorities:

1. Security (keeping money safe),
2. Liquidity (having cash available when needed)
3. Yield (earning a reasonable return)

Treasury management activities are managed within an overall framework determined by the Treasury Management and Investment Strategies that were agreed by Full Council in February 2026 and are approved annually. Interest income and expenditure as a result of investments or borrowing are reflected in our revenue budgets.

Included in our investment income is the Council's interest in Manchester Airport Group which provides Bury Council with a valuable source of stable income while supporting a key regional asset which supports, Jobs, Tourism and Business growth.

Risks

The Accounts and Audit Regulations 2015 and Public Sector Internal Audit Standards 2017 require the Council to maintain a robust, adequate, and effective system of risk management in its delivery of core services. Operation of an effective and embedded risk management framework is an important element of such a system so that the Council effectively discharges its corporate governance responsibilities.

As part of Bury Council's Code of Corporate Governance, risk management underpins its system of internal control.

The Executive Team is responsible for identifying potential strategic risk (internal and external of significant impact to the body), monitoring the Corporate Risk and maintaining a Register, ensuring that the management of risk continues to be within the Council's risk appetite.

Audit Committee is responsible for considering the effectiveness of the council's corporate risk management arrangements and constantly challenging its adequacy.

As at the end of the 2025/26 financial year, there were 26 corporate identified strategic risk in the register.

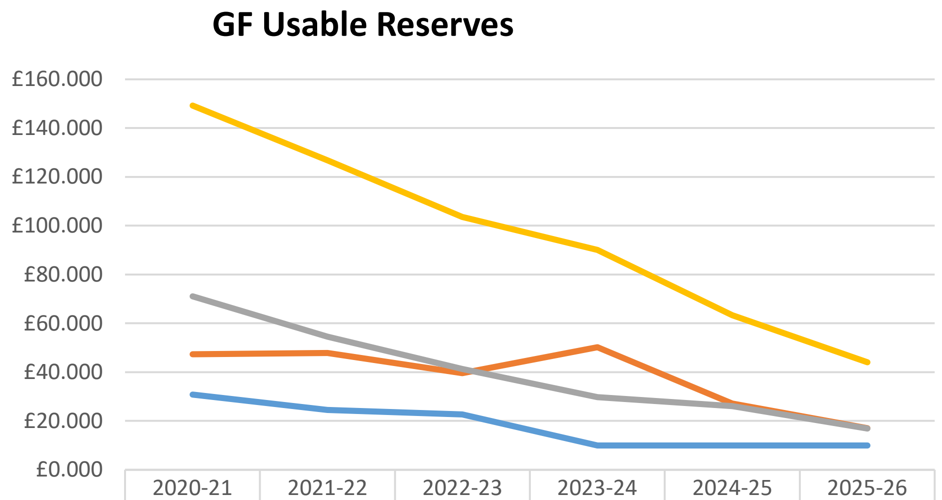
<u>Outlook</u>

MTFS

At the time when the 2025/26 budget was set, there remained a budget gap for 2025/26 of £5.858m and a cumulative budget gap over the three years of £11.571m. The additional funding announced in the Local Government Financial Settlement and the increase in Council Tax and Business Rates has helped to bridge part of the gap in our budget.

Savings proposal of £11.334m had been included within the budget for 2025/26. The savings were approved by members as part of setting both the 2023/24 budget in February 2023 and the 2025/26 budget in February 2025. The Director of Finance chaired the Finance Board and Executive Delivery Board to agree a strategy to deliver savings to close the gap and to oversee the delivery of the budgeted savings.

As part of the budget, reserves had been reviewed. The use of reserves has been modelled over a three-year period to assess the worst-case scenario should savings not materialise to close the £11.571m budget gap. There are sufficient reserves to manage the budget gap however a strategy to close the gap over the three-year period needs to be developed to ensure the financial sustainability of the Council.



	2020-21 £m	2021-22 £m	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m
General Fund	£30.881	£24.468	£22.701	£10.000	£10.000	£10.000
Budget Stabilisation	£47.310	£47.889	£39.535	£50.323	£27.180	£17.141
Earmarked Reserves	£71.140	£54.512	£41.334	£29.794	£26.137	£16.966
Total GF Usable Reserves	£149.331	£126.869	£103.570	£90.117	£63.317	£44.107

Finance Settlement

The Local Government Finance Settlement reform has now been announced which gives more a multi-year settlement from 2026/27 onwards which gives more certainty and aids future planning. The MTFS now includes assumptions on the future based on the announcements to date and will continue to be amended as the government release further updates. It is important that Bury spends within this approved budget, especially with pressures on current resources.

Other significant risks that impact on the delivery of a balanced budget over the medium term, includes:

- Financial Sustainability & Capacity
- Increasing Demand Pressures
- Digital Transformation
- Climate change
- Workforce Skills & Capability
- Children's Social Care Services
- Adult Social Care Reforms and financial pressures in NHS GM
- Increasing Energy Prices and increase in Fuel and Oil Costs

The risks are monitored and reported:

- Included in the Corporate Risk Register.
- Regularly reported to Governance and Assurance Board
- Reviewed through quarterly monitoring and updates to the Audit Committee.

<u>Financial Statements</u>

The Accounts and Audit Regulations 2015, as amended, set out the statutory deadlines for an authority to publish both the 2025/26 unaudited Statement of Accounts by 30 June 2026 and 2025/26 audited Statement of Accounts by 31 January 2027.

The Statement of Accounts provide an overview of the Council’s financial position for 2025/26. The 2025/26 set of accounts conform to the Code of Practice on Local Authority Accounting in the United Kingdom 2025/26 (the Code), which is based on International Financial Reporting Standards (IFRSs).

Explanatory Statements

Statement of Responsibilities - explains the responsibilities of the Council and its Chief Financial Officer in relation to the Council's financial affairs and the Statement of Accounts.

Core Statements

Comprehensive Income and Expenditure Statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices, rather than the amount to be funded from taxation (or rents). Authorities raise taxation (and rents) to cover expenditure in accordance with statutory requirements; this may be different from the accounting cost. The taxation position is shown in both the expenditure and funding analysis and the movement in reserves statement.

Movement in Reserves Statement shows the movement from the start of the year to the end on the different reserves held by the authority, analysed into 'usable reserves' (i.e. those that can be applied to fund expenditure or reduce local taxation) and other 'unusable reserves'. The statement shows how the movements in year of the authority's reserves are broken down between gains and losses incurred in accordance with generally accepted accounting practices and the statutory adjustments required to return to the amounts chargeable to council tax (or rents) for the year. The net increase/decrease line shows the statutory general fund balance and Housing Revenue Account (HRA) balance movements in the year following those adjustments.

Balance Sheet shows the value as at the balance sheet date of the assets and liabilities recognised by the authority. The net assets of the authority (assets less liabilities) are matched by the reserves held by the authority.

Cash Flow Statement shows the changes in cash and cash equivalents of the authority during the reporting period. The statement shows how the authority generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of the extent to which the operations of the authority are funded by way of taxation and grant income or from the recipients of services provided by the authority. Investing activities represent the extent to which cash outflows have been made for resources which are intended to contribute to the authority's future service delivery. Cash flows arising from financing activities are useful in predicting claims on future cash flows by providers of capital (i.e. borrowing) to the authority.

Notes to the Core Financial Statements
All the notes to the core statements above are collected in one place. Later in this document there is an explanation of the policies used in the preparation of the figures in these accounts, especially changes made during the year.

Other Statements

The Collection Fund and notes reflects the Council's statutory obligation to maintain a separate Collection Fund for its transactions as a billing authority in relation to Council Tax and Non-Domestic Rates.

Housing Revenue Account and notes shows the in-year economic cost of providing housing services in accordance with generally accepted accounting practices.

Group Accounts
In accordance with the Code the following have been consolidated in the Council's Group Accounts:

The Council relationship with three organisations over which it has substantial control and influence that have been identified as Subsidiaries of Bury Council, of:
- Six Town Housing Ltd
- Bury MBC Townside Fields Ltd

- Persona Care and Support Ltd and Persona Group Ltd

The two joint arrangements formed during 2022/23, whereby the Council has agreed to share joint control and has rights to the net assets of the arrangement, have been classed as a Joint Venture, of:
- Bury Bruntwood (Millgate) LLP
- The Prestwich Regeneration LLP

Further details on the Group entities and the Group Accounts can be found in the Group Accounts section of the Council's statement of Accounts.

Glossary
At the end of the statement there is a glossary which explains some of the technical terms used in these accounts.

Further information
As a result of complying with regulation these accounts can be complex to read. However, I hope you find them informative in helping you understand how the Council manages its finances and its service delivery. If you have any questions or comments please e-mail closedown@bury.gov.uk or write to the Director of Finance, Bury Metropolitan Council, Town Hall, Knowsley Street, Bury BL9 0SW.

Statement of Responsibilities for the Statement of Accounts

The Council's Responsibilities

The Council is required:
- To make arrangements for the proper administration of its financial affairs and to secure that one of its officers has the responsibility for the administration of those affairs. In Bury that Officer is the Section 151 Officer.
- To manage its affairs to secure economic, efficient, and effective use of its resources and safeguard its assets.
- To approve the Statement of Accounts.

The Responsibilities of Audit Committee

Audit Committee is required:
- To monitor the integrity of the financial statements of the Council and to review significant financial reporting judgements contained in them;
- To review the Council's internal financial controls including its risk management systems;
- To monitor and review the effectiveness of the Council's internal audit function;
- To review and monitor the external auditor's independence and objectivity and the effectiveness of the audit process;
- To consider significant accounting policies, any changes to them, and any significant estimates and judgements;
- To review the clarity and completeness of disclosures in the financial statements and consider whether the disclosures made are set properly in context; and
- To approve the audited Statement of Accounts.

The Responsibilities of the Section 151 Officer

The Section 151 Officer is responsible for the preparation of the Authority's Statement of Accounts which, in terms of CIPFA's Code of Practice on Local Authority Accounting in Great Britain, is required to present **a true and fair view** of the financial position, financial performance and cash flows of the Authority at the accounting date and its income and expenditure for the year ended 31 March 2026.

In preparing the Statement of Accounts the Section 151 Officer has:
- Selected suitable accounting policies and then applied them consistently;
- Made judgements and estimates that were reasonable and prudent; and
- Complied with the Code of Practice on Local Authority Accounting.

The Section 151 Officer has also:
- Kept proper accounting records which are up to date;
- Taken reasonable steps for the prevention and detection of fraud and other irregularities;
- Signed the letter of representation with the External Auditor;
- Signed and dated the draft Statement of Accounts, confirming satisfaction that it presents a true and fair view of the authority's financial position at the balance sheet date, the authority's income and expenditure for the year;
- Commenced the period for the exercise of public rights with regards to the inspection of the statement of accounts;
- Notified the External Auditor of the date on which that period began;
- Assessed the Authority's [and the Group's] ability to continue as a going concern, disclosing, as applicable, matters related to going concern;
- Used the going concern basis of accounting on the assumption that the functions of the Authority [and the Group] will continue in operational existence for the foreseeable future;
- Maintained such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; and
- Reconfirmed satisfaction that the accounts present a true and fair view of the financial position at the balance sheet date and the income and expenditure for the year, upon conclusion of the public inspection period and immediately prior to approval of the audited accounts by Audit Committee.

Independent Auditors Report

Intentionally Blank – Auditors Report to be Inserted on Completion of the Audit

Core Financial Statements and Explanatory Notes

This page is intentionally blank

Comprehensive Income and Expenditure Statement

This statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices, rather than the amount to be funded from taxation [or rents]. Authorities raise taxation [and rents] to cover expenditure in accordance with statutory requirements; this may be different from the accounting cost. The taxation position is shown in both the expenditure and funding analysis and the Movement in Reserves Statement.

2024/25			Comprehensive Income and Expenditure Statement		2025/26		
Restated Gross Expenditure £000s	**Restated Gross Income £000s**	**Net Expenditure £000s**	**Description**	**Note**	**Gross Expenditure £000s**	**Gross Income £000s**	**Net Expenditure £000s**
£164,533	(£56,434)	**£108,099**	Health & Adult Care		£173,358	(£59,831)	**£113,527**
£223,833	(£148,777)	**£75,056**	Children & Young People		£237,772	(£152,766)	**£85,006**
£39,877	(£19,084)	**£20,794**	Place		£48,391	(£23,845)	**£24,546**
£30,992	(£12,365)	**£18,627**	Strategy & Transformation		£34,311	(£15,055)	**£19,256**
£33,615	(£33,617)	**(£2)**	Housing General Fund		£28,389	(£28,257)	**£132**
£10,278	(£5,278)	**£5,000**	Non-Service Specific		£3,615	(£4,916)	**(£1,301)**
£29,059	(£39,344)	**(£10,285)**	Housing Revenue Account		£31,739	(£38,715)	**(£6,976)**
£532,187	**(£314,898)**	**£217,289**	**Cost of Services**		**£557,575**	**(£323,386)**	**£234,190**
£63,450	£0	**£63,450**	Other Operating Expenditure	10	£51,382	£0	**£51,382**
£2,657	(£8,703)	**(£6,046)**	Financing & Investment Income & Expenditure	11	(£4,168)	(£22,517)	**(£26,685)**
£0	(£246,474)	**(£246,474)**	Taxation & Non-Specific Grant Income & Expenditure	12	£0	(£267,638)	**(£267,638)**
£598,295	**(£570,074)**	**£28,220**	**(Surplus) or Deficit On Provision of Services**		**£604,790**	**(£613,541)**	**(£8,751)**
		(£94,964)	(Surplus)/Deficit on Revaluation of Property, Plant & Equipment				**(£9,200)**
		£0	Impairment Losses on Non-Current Assets Charged to the Revaluation Reserve				**£0**
		£2,880	(Surplus)/Deficit from Investments in Equity Instruments Designated at Fair Value through Comprehensive Income				**£6,420**
		(£122,382)	Actuarial (gains)/losses on the Remeasurement of the Net Defined Benefit Liability/(Asset)				**£15,434**
		£129,714	Asset Ceiling Adjustment	38			**£6,049**
		(£84,752)	**Total Other Comprehensive Income & Expenditure**				**£18,703**
		(£56,532)	**Total Comprehensive Income & Expenditure**				**£9,952**

<u>Movement in Reserves Statement</u>

This statement shows the movement from the start of the year to the end on the different reserves held by the authority, analysed into 'usable reserves' (i.e. those that can be applied to fund expenditure or reduce local taxation) and other 'unusable reserves'. The Movement in Reserves Statement shows how the movements in year of the authority's reserves are broken down between gains and losses incurred in accordance with generally accepted accounting practices and the statutory adjustments required to return to the amounts chargeable to council tax [or rents] for the year. The net increase/decrease line shows the statutory General Fund balance and Housing Revenue Account balance movements in the year following those adjustments.

Movement in Reserves Statement 2025/26	**Usable Reserves**									
	General Fund Balance £000s	Earmarked General Fund Reserves £000s	**Total General Fund Balance £000s**	Housing Revenue Account £000s	Usable Capital Receipts £000s	Major Repairs Reserve £000s	Capital Grants Unapplied £000s	**Total Usable Reserves £000s**	**Unusable Reserves £000s**	**Total Reserves £000s**
Balance at 1 April Brought Forward	**(£10,000)**	**(£56,291)**	**(£66,291)**	**(£16,746)**	**(£16,769)**	**(£13)**	**(£28,935)**	**(£128,753)**	**(£472,104)**	**(£600,858)**
Movement in Reserves During 2025/26:										
Total Comprehensive Income and Expenditure	£4,255	£0	**£4,255**	(£13,005)	£0	£0	£0	**(£8,751)**	£18,703	**£9,953**
Adjustments between Accounting Basis and Funding Basis Under Regulations (Note 8)	£15,145	£0	**£15,145**	£9,890	£1,124	£0	(£2,957)	**£23,202**	(£23,202)	**£0**
Net (Increase)/Decrease before Transfers to Earmarked Reserves	£19,400	£0	**£19,400**	(£3,115)	£1,124	£0	(£2,957)	**£14,452**	(£4,499)	**£9,953**
Transfers (to)/from Earmarked Reserves	(£19,400)	£19,400	**£0**	£0	£0	£0	£0	**£0**	£0	**£0**
(Increase)/Decrease in Year	£0	£19,400	**£19,400**	(£3,115)	£1,124	£0	(£2,957)	**£14,452**	(£4,499)	**£9,953**
Balance at 31 March Carried Forward	**(£10,000)**	**(£36,891)**	**(£46,891)**	**(£19,861)**	**(£15,645)**	**(£13)**	**(£31,892)**	**(£114,302)**	**(£476,603)**	**(£590,904)**

The following table is provided for comparative purposes:

Movement in Reserves Statement 2024/25	**Usable Reserves**									
	General Fund Balance £000s	Earmarked General Fund Reserves £000s	**Total General Fund Balance £000s**	Housing Revenue Account £000s	Usable Capital Receipts £000s	Major Repairs Reserve £000s	Capital Grants Unapplied £000s	**Total Usable Reserves £000s**	**Unusable Reserves £000s**	**Total Reserves £000s**
Balance at 1 April Brought Forward	**(£10,000)**	**(£83,161)**	**(£93,161)**	**(£10,510)**	**(£18,710)**	**£0**	**(£28,098)**	**(£150,479)**	**(£393,846)**	**(£544,325)**
Movement in Reserves During 2024/25:										
Total Comprehensive Income and Expenditure	£38,390	£0	**£38,390**	(£10,170)	£0	£0	£0	**£28,220**	(£84,752)	**(£56,532)**
Adjustments between Accounting Basis and Funding Basis Under Regulations (Note 8)	(£11,635)	£0	**(£11,635)**	£3,933	£1,941	(£13)	(£722)	**(£6,494)**	£6,494	**£0**
Net (Increase)/Decrease before Transfers to Earmarked Reserves	£26,755	£0	**£26,755**	(£6,236)	£1,941	(£13)	(£722)	**£21,726**	(£78,258)	**(£56,532)**
Transfers (to)/from Earmarked Reserves	(£26,755)	£26,870	**£115**	£0	£0	£0	(£115)	**£0**	£0	**£0**
(Increase)/Decrease in Year	£0	£26,870	**£26,870**	(£6,236)	£1,941	(£13)	(£837)	**£21,726**	(£78,258)	**(£56,532)**
Balance at 31 March Carried Forward	**(£10,000)**	**(£56,291)**	**(£66,291)**	**(£16,746)**	**(£16,769)**	**(£13)**	**(£28,935)**	**(£128,753)**	**(£472,104)**	**(£600,858)**

Balance Sheet

The Balance Sheet shows the value as at the Balance Sheet date of the assets and liabilities recognised by the authority. The net assets of the authority (assets less liabilities) are matched by the reserves held by the authority. Reserves are reported in two categories. The first category of reserves are usable reserves, i.e. those reserves that the authority may use to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use (for example the capital receipts reserve that may only be used to fund capital expenditure or repay debt). The second category of reserves are those that the authority is not able to use to provide services. This category of reserves includes reserves that hold unrealised gains and losses (for example the revaluation reserve), where amounts would only become available to provide services if the assets are sold; and reserves that hold timing differences shown in the Movement in Reserves Statement line 'Adjustments between accounting basis and funding basis under regulations'.

31 March 2025 £000s	Balance Sheet Description	Note	31 March 2026 £000s
£730,436	Property, Plant & Equipment	13 & 14	£779,754
£26,353	Heritage Assets	15	£26,355
£19,226	Investment Property	16	£20,605
£3,378	Intangible Assets	17	£2,773
£47,820	Long-Term Investments	19	£41,400
£72,735	Long-Term Debtors	21	£71,421
£0	Pension Asset	38	£0
£899,947	**LONG TERM ASSETS**		**£942,308**
£20,700	Short-Term Investments	19	£14,618
£4,953	Assets Held For Sale	18	£385
£2,081	Stocks & Work in Progress		£1,991
£65,973	Short-Term Debtors	21	£86,973
£1,288	Cash and Cash Equivalents	22	(£5,324)
£94,995	**CURRENT ASSETS**		**£98,642**
(£24,868)	Short-Term Borrowing	19	(£38,999)
(£46,493)	Short-Term Creditors	23	(£36,753)
(£2,830)	Short-Term Provisions	24	(£4,051)
(£3,304)	Revenue Grants in Advance	33	(£3,279)
(£77,495)	**CURRENT LIABILITIES**		**(£83,082)**
(£139)	Long-Term Creditors		(£139)
(£8,478)	Long-Term Provisions	24	(£8,303)
(£270,401)	Long-Term Borrowing	19	(£330,806)
(£12)	Deferred Liabilities		(£12)
(£10,349)	Other Long-Term Liabilities		(£9,943)
£0	Pension Liability	38	£0
(£27,210)	Capital Grants Receipts in Advance	33	(£17,762)
(£316,589)	**LONG TERM LIABILITIES**		**(£366,964)**
£600,858	**NET ASSETS**		**£590,905**
(£128,753)	Usable Reserves	09	(£114,301)
(£472,104)	Unusable Reserves	26	(£476,603)
(£600,857)	**TOTAL RESERVES**		**(£590,905)**

Cash Flow Statement

The Cash Flow Statement shows the changes in cash and cash equivalents of the authority during the reporting period. The statement shows how the authority generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of the extent to which the operations of the authority are funded by way of taxation and grant income or from the recipients of services provided by the authority. Investing activities represent the extent to which cash outflows have been made for resources that are intended to contribute to the authority's future service delivery. Cash flows arising from financing activities are useful in predicting claims on future cash flows by providers of capital (i.e. borrowing) to the authority.

Cash Flow Statement	Note	2024/25 £000s	2025/26 £000s
Net (Surplus) or Deficit on the Provision of Services		£28,220	(£8,751)
Adjustment to Net (Surplus) or Deficit on the Provision of Services for Non-Cash Movements		(£65,621)	(£11,977)
Adjust for Items Included in the Net (Surplus) or Deficit on the Provision of Services that are Investing and Financing Activities		£39,816	£44,918
Net Cash flows from Operating Activities	27	**£2,415**	**£24,191**
Net Cash Flows from Investing Activities	27	£40,445	£51,170
Net Cash Flows from Financing Activities	27	(£43,614)	(£68,749)
Net Increase or (Decrease) in Cash and Cash Equivalents		**(£755)**	**£6,612**
Cash and Cash Equivalents at the Beginning of the Reporting Period		(£533)	(£1,287)
Cash and Cash Equivalents at the End of the Reporting Period	**22**	**(£1,287)**	**£5,324**

Expenditure and Funding Analysis

The expenditure and funding analysis shows how annual expenditure is used and funded from resources (government grants, rents, council tax and business rates) by local authorities in comparison with those resources consumed or earned by authorities in accordance with generally accepted accounting practices. It also shows how this expenditure is allocated for decision making purposes between the council's [directorates/services/departments]. Income and expenditure accounted for under generally accepted accounting practices are presented more fully in the Comprehensive Income and Expenditure Statement.

Expenditure and Funding Analysis	2025/26							
	Outturn as Reported to Cabinet £000s	Adjustments to Management Reporting (Note 7) £000s	Net Expenditure Chargeable to the GF and HRA £000s	Adjustments for Capital Purposes (Note 7) £000s	Net Change for Pensions Adjustments (Note 7) £000s	Other Statutory Differences (Note 7) £000s	Adjustments Between Funding and Accounting Basis £000s	Net Expenditure in the Comprehensive Income and Expenditure Statement £000s
Health & Adult Care	**£101,588**	£11,638	**£113,226**	£1,238	(£936)	£0	**£301**	**£113,527**
Children & Young People	**£70,985**	£8,032	**£79,017**	£6,705	(£1,877)	£1,160	**£5,989**	**£85,006**
Place	**£13,932**	(£506)	**£13,427**	£11,974	(£854)	£0	**£11,120**	**£24,546**
Strategy & Transformation	**£29,494**	(£14,263)	**£15,231**	£5,054	(£908)	(£121)	**£4,025**	**£19,256**
Housing General Fund	**£132**	£0	**£132**	£0	£0	£0	**£0**	**£132**
Non-Service Specific	**£30,474**	(£32,672)	**(£2,198)**	£897	£0	£0	**£897**	**(£1,301)**
Housing Revenue Account	**£0**	(£6,956)	**(£6,956)**	£254	(£273)	(£2)	**(£21)**	**(£6,976)**
Net Cost of Services	**£246,606**	**(£34,727)**	**£211,879**	**£26,121**	**(£4,848)**	**£1,037**	**£22,311**	**£234,190**
Other Income and Expenditure	**(£239,340)**	£43,745	**(£195,594)**	(£19,147)	(£16,635)	(£11,564)	**(£47,346)**	**(£242,940)**
(Surplus) or Deficit on the Provision of Services	**£7,266**	**£9,019**	**£16,285**	**£6,975**	**(£21,483)**	**(£10,527)**	**(£25,035)**	**(£8,751)**

Opening General Fund and HRA Balance 1 April 2025 *	(£83,037)
Less/Plus (Surplus) or Deficit on General Fund Balance In-Year	£16,285
Reserve Transfers	£0
Closing General Fund and HRA Balance 31 March 2026 *	(£66,752)

** For a further split of this balance – see the Movement in Reserves Statement*

Restated Expenditure and Funding Analysis	2024/25							
	Outturn as Reported to Cabinet £000s	Adjustments to Management Reporting (Note 7) £000s	Net Expenditure Chargeable to the GF and HRA £000s	Adjustments for Capital Purposes (Note 7) £000s	Net Change for Pensions Adjustments (Note 7) £000s	Other Statutory Differences (Note 7) £000s	Adjustments Between Funding and Accounting Basis £000s	Net Expenditure in the Comprehensive Income and Expenditure Statement £000s
Health & Adult Care	**£96,349**	£10,568	**£106,916**	£1,401	(£218)	£0	**£1,183**	**£108,099**
Children & Young People	**£60,124**	£6,495	**£66,620**	£7,226	£1,047	£164	**£8,437**	**£75,056**
Place	**£13,675**	(£737)	**£12,938**	£8,197	(£342)	£0	**£7,856**	**£20,793**
Strategy & Transformation	**£30,968**	(£17,129)	**£13,839**	£4,279	(£266)	£775	**£4,788**	**£18,627**
Housing General Fund	**(£11)**	£9	**(£2)**	£0	£0	£0	**£0**	**(£2)**
Non-Service Specific	**£28,556**	(£25,941)	**£2,615**	£2,385	£0	£0	**£2,385**	**£5,000**
Housing Revenue Account	**£0**	(£10,361)	**(£10,361)**	£156	(£83)	£4	**£77**	**(£10,285)**
Net Cost of Services	**£229,660**	**(£37,097)**	**£192,564**	**£23,644**	**£138**	**£944**	**£24,726**	**£217,290**
Other Income and Expenditure	**(£225,267)**	£53,222	**(£172,045)**	(£3,507)	(£7,470)	(£6,047)	**(£17,024)**	**(£189,069)**
(Surplus) or Deficit on the Provision of Services	**£4,393**	**£16,125**	**£20,518**	**£20,137**	**(£7,332)**	**(£5,103)**	**£7,702**	**£28,220**

Opening General Fund and HRA Balance 1 April 2024 *		(£103,671)
Less/Plus (Surplus) or Deficit on General Fund Balance In-Year		£20,518
Reserve Transfers		£115
Closing General Fund and HRA Balance 31 March 2025 *		(£83,037)

** For a further split of this balance – see the Movement in Reserves Statement*

Note to the Expenditure and Funding Analysis:

a) Adjustments to Management Reporting

This column adjusts the outturn figures reported to management for items chargeable to the General Fund (GF) and Housing Revenue Account (HRA) column, for:

Net Cost of Services – the insertion of both the Housing Revenue Account and Schools, income, and expenditure.

Financing & Investment Income & Expenditure – the reallocation of Investment Properties and Financing & Investment Income & Expenditure to/from the Net Cost of Services to Other Operating Income and Expenditure.

Reserves – the removal of transfers to/from reserves included in the management outturn report as these are not shown on the face of the Comprehensive Income and Expenditure Account.

b) Adjustments for Capital Purposes

This column adds in depreciation and impairment and revaluation gains and losses in the net cost of service, for:

Other Operating Expenditure – adjusts for capital disposals with a transfer of income on disposal of assets and the amounts written off for those assets.

Finance and Investment Income and Expenditure – the statutory charges for capital financing, i.e. Minimum Revenue Provision and other revenue contributions, are deducted from other income and expenditure as these are not chargeable under generally accepted accounting practices.

Taxation and Non-Specific Grant Income and Expenditure – capital grants are adjusted for income not chargeable under generally accepted accounting practices. Revenue grants are adjusted from those receivable during the year to those receivable without conditions or for which conditions were satisfied throughout the year. The Taxation and Non-Specific Grant Income and Expenditure line is credited with capital grants receivable in the year without conditions or for which conditions were satisfied within the year.

c) Net Change for the Pension Adjustments

This column removes employer pension contributions and adds IAS19 Employee Benefits related expenditure and income, as follows:

For the Net Cost of Services – this represents the removal of the employer pension contributions made by the Council as allowed by statute and their replacement with current service costs and past service costs.

For Financing and Investment Income and Expenditure – the net interest on the defined benefit liability is charged to the Comprehensive Income and Expenditure Statement (CIES).

d) Other Statutory Adjustments

This column shows the differences between amounts debited/credited to the CIES and amounts payable/receivable to be recognised under statute are set out below:

For Financing and Investment Income and Expenditure – the other statutory adjustments column recognises adjustments to the General Fund of the timing differences for premiums and discounts.

For Taxation and Non-Specific Grant Income – represents the difference between what is chargeable under statute for Council Tax and Business Rates to that which was estimated to be received at the start of the year, and the income recognised under general accepted accounting practices. This is a timing difference as any difference is brought forward in the surpluses or deficits on the Collection Fund.

For Dedicated School Grant – represents accumulated deficits relating to schools' budget.

Index for the Notes to the Core Statement

Notes to the Core Financial Statements

01. Accounting Policies for the 2025/26 Statement of Accounts

General Principals

Basis of preparation

The Statement of Accounts summarises the Council's transactions for the 2025/26 financial year and its position at the year end of 31 March 2026. The Council is required to prepare an annual Statement of Accounts by the Accounts and Audit Regulations 2015, which require the accounts to be prepared in accordance with proper accounting practices. These practices under Section 21 of the 2003 Act primarily comprise the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Local Council Accounting in the United Kingdom 2025/26 (the Code) supported by International Financial Reporting Standards (IFRS).

The accounting convention adopted in the Statement of Accounts is principally historical cost, modified by the revaluation of certain categories of non-current assets and financial instruments.

The accounts have been prepared on a going concern basis, under the assumption that the Council will continue in existence for the foreseeable future.

Events after the Balance Sheet Date
Events after the Balance Sheet reporting period are those events, both favourable and unfavourable, that occur between the Balance Sheet date and the date when the statement of accounts is authorised for issue. Two types of events can be identified:

- those that provide evidence of conditions that existed at the end of the reporting period – the statement of accounts is adjusted to reflect such events.
- those that are indicative of conditions that arose after the reporting period – the statement of accounts is not adjusted to reflect such events, but where such a category of events would have a material effect, disclosure is made in the notes of the nature of the events and their estimated financial effect.

Events taking place after the date of authorisation for issue are not reflected in the Statement of Accounts.

Group Accounts
The Council has material interests in companies and other entities that have the nature of subsidiaries and joint ventures and require it to prepare group accounts. In the Council own single-entity accounts, the interests in companies and other entities are recorded as financial assets at cost, less any provision for losses.

The Council has material interest in external entities that are classified as subsidiaries and which are consolidated into the Council's group accounts on a line-by-line basis, after eliminating intra group transactions.

The Council has material interests in Joint Venture arrangements, IFRS 11 requires that a joint venturer shall recognise its interest in a joint venture by using the equity method.

The equity method for accounting for joint ventures requires an investor to bring an investment into its Group Balance Sheet at cost (identifying any goodwill arising) and then to adjust the carrying value by the change in the investor's share of the joint venture's net assets. The investor calculates its share of the joint venture's operating results for the year and includes this amount in the Group Comprehensive Income and Expenditure Statement immediately after its group operating result. The share is the aggregate of the holdings in the joint venture by the authority (and its subsidiaries).

An entity could be material but still not consolidated if all its business is with the Council and eliminated on consolidation – i.e. the consolidation would mean that the group accounts are not materially different to the single entity accounts.

Pooled Budgets
The Council is the host partner of the pooled funds in respect of Health and Social care and the Better Care Fund. The arrangements are made in accordance with section 75 of the National Health Service Act 2006 and allows budgets to be pooled between authorities and health and social care organisations.

The arrangements are accounted for as joint operations and, therefore, the Council accounts for its share of the funds' assets, liabilities, expenditure, and income.

Prior Period Adjustments, Changes in Accounting Policies and Estimates and Errors
Prior period adjustments may arise as a result of a change in accounting policies or to correct a material error. Changes in accounting estimates are accounted for prospectively, i.e. in the current and future years affected by the change and do not give rise to a prior period adjustment.

Changes in accounting policies are only made when required by proper accounting practices or the change provides more reliable or relevant information about the effect of transactions, other events and conditions on the Council's financial position or financial performance. Where a change is made, it is applied retrospectively (unless stated otherwise) by adjusting opening balances and comparative amounts for the prior period as if the new policy had always been applied.

Material errors discovered in prior period figures are corrected retrospectively by amending opening balances and comparative amounts for the prior period.

Accounting Policies for Income and Expenditure

Accruals of Income and Expenditure
Activity is accounted for in the year that it takes place, not simply when cash payments are made or received. In particular:

- Revenue from contracts with service recipients, whether for services or the provision of goods, is recognised when (or as) the goods or services are transferred to the service recipient in accordance with the performance obligations in the contract.
- Supplies are recorded as expenditure when they are consumed – where there is a gap between the date supplies are received and their consumption, they are carried as inventories on the Balance Sheet.
- Expenses in relation to services received (including services provided by employees) are recorded as expenditure when the services are received rather than when payments are made.
- Interest receivable on investments and payable on borrowings is accounted for respectively as income and expenditure on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract.
- Where revenue and expenditure have been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Balance Sheet. Where debts may not be settled, the balance of debtors is written down and a charge made to revenue in financing and investment income and expenditure for the income that might not be collected.

Charges to Revenue for Non-Current Assets
Services, support services and trading accounts are charged an accounting estimate of the cost of holding non-current assets during the year. This comprises:
- depreciation attributable to the assets used by the relevant service.
- revaluation and impairment losses on assets used by the service where there are no accumulated gains in the Revaluation Reserve against which the losses can be written off.
- amortisation of intangible assets attributable to the service.

The Council is not allowed to raise Council Tax to fund depreciation, revaluation and impairment losses or amortisation. However, it is required to make an annual contribution from revenue towards the reduction in its overall borrowing requirement [equal to an amount calculated on a prudent basis determined by the Council in accordance with statutory guidance, as approved Minimum Revenue Provision policy].

Depreciation, revaluation and impairment losses, and amortisation are therefore replaced by the contribution in the General Fund balance [MRP or the statutory repayment of loans fund advances]. By way of an adjusting transaction with the capital adjustment account in the Movement in Reserves Statement for the difference between the two.

Council Tax and Non-Domestic Rates Income

Billing authorities act as agents, collecting council tax and non-domestic rates (NDR) on behalf of the major preceptors (including government for NDR) and, as principals, collecting council tax and NDR for themselves. Billing authorities are required by statute to maintain a separate fund (i.e. the collection fund) for the collection and distribution of amounts due in respect of council tax and NDR. Under the legislative framework for the collection fund, billing authorities, major preceptors, and central government (for NDR) share proportionately the risks and rewards that the amount of council tax and NDR collected could be less or more than predicted.

Accounting for council tax and NDR

The council tax and NDR income included in the Comprehensive Income and Expenditure Statement (CIES) is the authority's share of accrued income for the year. However, regulations determine the amount of council tax and NDR that must be included in the authority's General Fund. Therefore, the difference between the income included in the CIES and the amount required by regulation to be credited to the General Fund is taken to the collection fund adjustment account and included as a reconciling item in the Movement in Reserves Statement. The Balance Sheet includes the authority's share of the end of year balances in respect of council tax and NDR relating to arrears, impairment allowances for doubtful debts, overpayments and prepayments and appeals.

Employee Benefits

Benefits Payable During Employment

Short-term employee benefits are those due to be settled within 12 months of the year-end. They include such benefits as wages and salaries, paid annual leave, paid sick leave, flexi, and time off in lieu (TOIL) as well as bonuses and non-monetary benefits (e.g. mobile phones) for current employees and are recognised as an expense for services in the year in which employees render service to the Council.

Employee Accumulated Absence Accrual

An accrual is made for the cost of holiday entitlements (or any form of leave, e.g. time off in lieu) earned by employees but not taken before the year-end that employees can carry forward into the next financial year. The accrual is made at the wage and salary rates applicable in the current accounting year. The accrual is charged to Surplus or Deficit on the Provision of Services but then reversed out through the Movement in Reserves Statement to the accumulated absences account so that holiday benefits are charged to revenue in the financial year in which the holiday entitlement occurs.

Termination Benefits

Termination benefits are amounts payable as a result of a decision by the Council to terminate an officer's employment before the normal retirement date or an officer's decision to accept voluntary redundancy in exchange for those benefits and are charged on an accruals basis to the relevant services lines in the Comprehensive Income and Expenditure Statement, at the earlier of when the Council can no longer withdraw the offer of those benefits or when the Council recognises costs for a restructuring.

Where termination benefits involve the enhancement of pensions, statutory provisions require the General Fund Balance to be charged with the amount payable by the Council to the pension fund or pensioner in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, appropriations are required to and from the Pensions Reserve to remove the notional debits and credits for pension enhancement termination benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end.

Post-Employment Benefits

Employees of the Council are members of three separate pension schemes:
- The Greater Manchester Local Government Pension Scheme, administered by Tameside Metropolitan Borough Council.
- The Teachers' Pension Scheme, administered by Capita Teachers' Pensions on behalf of the Department for Education (DfE).
- The NHS Pension Scheme, administered by EA Finance NHS Pension

These schemes provide defined benefits to members (retirement lump sums and pensions), earned as employees working for the Council.

However, the arrangements for the teachers' and NHS schemes means that liability for these benefits cannot be identified specifically to the Council. These schemes are therefore accounted for as if they are a defined contribution scheme and no liability for future payments of benefits is recognised in the Balance Sheet.

The Greater Manchester Local Government Pension Scheme
The Greater Manchester Local Government Pension Scheme is accounted for as a defined benefits scheme.

- The liabilities of the Greater Manchester Pension Fund attributable to the Council are included in the Balance Sheet on an actuarial basis using the projected unit method; an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates and projections of future earnings for current employees.
- Liabilities are discounted to their value at current prices, using a discount rate (based on the indicative rate of return on a basket of high-quality corporate bonds, Government gilts and other factors).
- The assets of the Greater Manchester Pension Fund attributable to the Council are included in the Balance Sheet at their fair value:
  - quoted securities – current bid price
  - unquoted securities – professional estimate
  - unitised securities – current bid price
  - property – market value

Reporting of Pensions Surpluses and IFRIC 14
The Limit on a Defined Benefit Asset, Minimum Funding Requirements, and their interaction in accordance with the prescriptions in the Code of Practice on Local Authority Accounting in the United Kingdom (the Code). This has risen due to number of authorities pension funds moving from a net defined benefit liability to a net defined benefit asset position in 2022/23, leading to consideration of an asset ceiling that would limit the authority's ability to recognise the asset.

When an authority has a surplus in a defined benefit plan, under the Code and IAS 19, it is required to measure the net defined benefit asset at the lower of:
- the surplus in the defined benefit plan, and
- the asset ceiling, determined using the discount rate specified in the Code. "The IAS 19 asset ceiling is a specified estimate of the present value of the economic benefit which the employer organisation can realise, either through refunds or by gaining economic benefit through reductions in future contributions. Such an economic benefit may be available even if it is not realisable immediately at the end of the reporting period."

The change in the net pension liability is analysed into following components:
- Service cost comprising:
  - **Current service cost** – the increase in liabilities as a result of years of service earned in the current year – allocated in the Comprehensive Income and Expenditure Statement to the services for which the employees worked.

- **Past service cost** – the increase in liabilities as a result of a scheme amendment or curtailment whose effect relates to years of service earned in earlier years - debited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement as part of Non-Service Specific.
- **Net interest on the net defined benefit liability**, i.e. net interest expense for the authority - the change during the period in the net defined benefit liability (asset) that arises from the passage of time charged to the Financing and Investment Income and Expenditure line of the Comprehensive Income and Expenditure Statement. This is calculated by applying the discount rate used to measure the defined benefit obligation at the beginning of the period to the net defined benefit liability (asset) at the beginning of the period - taking into account any changes in the net defined benefit liability (asset) during the period as a result of contribution and benefit payments.

- Remeasurement comprising:

    - **The return on plan assets** – excluding amounts included in net interest on the net defined benefit liability (asset) – charged to the Pensions Reserve as Other Comprehensive Income and Expenditure.
    - **Actuarial gains and losses** – changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions – charged to the Pensions Reserve as Other Comprehensive Income and Expenditure.
    - **Contributions paid to the Greater Manchester Pension Fund** - cash paid as employer contributions to the pension scheme in settlement of liabilities; not accounted for as an expense.

In relation to retirement benefits, statutory provisions require the General Fund Balance to be charged with the amount payable by the Council to the pension fund or directly to pensioners in the year, not the amount calculated according to the accounting standards. In the Movement in Reserves Statement, this means that there are transfers to and from the Pensions Reserve, to remove the notional debits and credits for retirement benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end. The negative balance that arises on the Pensions Reserve thereby measures the beneficial impact to the General Fund of being required to account for retirement benefits on the basis of cash flows rather than as benefits are earned by employees.

<u>Discretionary Benefits</u>
The Council also has restricted powers to make discretionary awards of retirement benefits in the event of early retirements. Any liabilities estimated to arise as a result of an award to any member of staff (including teachers) are accrued in the year of the decision to make the award and accounted for using the same policies as are applied to the Local Government Pension Scheme.

Government Grants and Contributions
Whether paid on account, by instalments or in arrears, government grants and third-party contributions and donations are recognised as due to the Council when there is reasonable assurance that:
- the Council will comply with the conditions attached to the payments, and
- the grants or contributions will be received.

Amounts recognised as due to the Council are not credited to the Comprehensive Income and Expenditure Statement until conditions attached to the grant or contribution have been satisfied. Conditions are stipulations that specify that the future economic benefits or service potential embodied in the asset acquired using the grant or contribution are required to be consumed by the recipient as specified, or future economic benefits or service potential must be returned to the transferor.

Monies advanced as grants and contributions for which conditions have not been satisfied are carried in the Balance Sheet as creditors. When conditions are satisfied, the grant or contribution is credited to the relevant service line (attributable revenue grants and contributions) or Taxation and Non-Specific Grant Income (non-ringfenced revenue grants and all capital grants) in the Comprehensive Income and Expenditure Statement.

Where capital grants are credited to the Comprehensive Income and Expenditure Statement, they are reversed out of the General Fund Balance in the Movement in Reserves Statement. Where the grant has yet to be used to finance capital expenditure, it is posted to the Capital Grants Unapplied Reserve. Where it has been applied, it is posted to the Capital Adjustment Account. Amounts in the Capital Grants Unapplied Reserve are transferred to the Capital Adjustment Account once they have been applied to fund capital expenditure.

Where revenue grants are credited to the Comprehensive Income and Expenditure Statement but have yet to be used to fund revenue expenditure, they are posted to the Revenue Grant Reserve. When eligible expenditure is incurred in future years the grant is transferred back into the General Fund Balance in the Movement in Reserves Statement so that there is no net charge against Council Tax for the expenditure.

Business Improvement Districts (BID)
A BID scheme applies across the whole of the authority. The scheme is funded by a BID levy paid by non-domestic ratepayers. The authority acts as an agent under the scheme.

Overheads and Support Services
The costs of support services such as administration and management are charged to services in accordance with the Council's arrangements for accountability and performance.

Provisions, Contingent Liabilities and Contingent Assets
Provisions
Provisions are made where an event has taken place on or before the Balance Sheet date:
- that gives the Council a present (legal or constructive) obligation.
- that probably requires settlement by a transfer of economic benefits or service potential, and
- where a reliable estimate can be made of the amount of the obligation.

If it is not clear whether an event has taken place on or before the Balance Sheet date, it is deemed to give rise to a present obligation if, taking account of all available evidence, it is more likely than not that a present obligation exists at the Balance Sheet date. The present obligation can be legal or constructive.

Provisions are charged as an expense to the appropriate service line in the Comprehensive Income and Expenditure Statement in the year that the Council becomes aware of the obligation and are measured at the best estimate at the Balance Sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties. When payments are eventually made, they are charged to the provision carried in the Balance Sheet.

Estimated settlements are reviewed at the end of each financial year – where it becomes less than probable that a transfer of economic benefits will now be required (or a lower settlement than anticipated is made) the provision is reversed and credited back to the relevant service revenue account.

Where some or all the payment required to settle a provision is expected to be recovered from another party (e.g. from an insurance claim) it is only recognised as income for the relevant service if it is virtually certain that reimbursement will be received if the Council settles the obligation.

Contingent Liabilities
A contingent liability arises where an event has taken place that gives the Council a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the Council. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required, or the amount of the obligation cannot be measured with sufficient reliably.

Contingent liabilities are not recognised in the Balance Sheet but disclosed in a note to the accounts.

Contingent Assets
A contingent asset arises where an event has taken place that gives the Council a possible asset whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the Council.

Contingent assets are not recognised in the Balance Sheet but disclosed in a note to the accounts where it is probable that there will be an inflow of economic benefits or service potential.

Revenue Expenditure Funded from Capital under Statute (REFCUS)
Expenditure incurred during the year that may be capitalised under statutory provisions but that does not result in the creation of a non-current asset has been charged as expenditure to the relevant service in the Comprehensive Income and Expenditure Statement in the year.

Where the Council has determined to meet the cost of this expenditure from existing capital resources or by borrowing, a transfer in the Movement in Reserves Statement from the General Fund Balance to the Capital Adjustment Account then reverses out the amounts charged so that there is no impact on the level of Council Tax.

Value Added Tax (VAT)
Value Added Tax payable is included as an expense only to the extent that it is not recoverable from HMRC. VAT receivable is excluded from income.

Accounting Policies for Assets and Liabilities

Cash and Cash Equivalents
Cash is represented by cash in hand, school bank accounts and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in three months or less from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of a change in value.

In the Cash Flow Statement, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Council's cash management.

Financial Instruments
Financial Liabilities
Financial liabilities are recognised on the Balance Sheet when the Council becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value and are carried at their amortised cost. Annual charges to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement for interest payable are based on the carrying amount of the liability, multiplied by the effective rate of interest for the instrument. The effective interest rate is the rate that exactly discounts estimated future cash payments over the life of the instrument to the amount at which it was originally recognised.

For most of the borrowings held by the Council has, this means that the amount presented in the Balance Sheet is the outstanding principal repayable (plus accrued interest); and interest charged to the Comprehensive Income and Expenditure Statement is the amount payable for the year according to the loan agreement.

Gains and losses on the repurchase or early settlement of borrowing are credited and debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement in the year of repurchase/settlement. However, where repurchase has taken place as part of a restructuring of the loan portfolio that involves the modification or exchange of existing instruments, the premium or discount is respectively deducted from or added to the amortised cost of the new or modified loan and the write-down to the Comprehensive Income and Expenditure Statement is spread over the life of the loan by an adjustment to the effective interest rate.

Where premiums and discounts have been charged to the Comprehensive Income and Expenditure Statement, regulations allow the impact on the General Fund Balance to be spread over future years. The Council has a policy of spreading the gain or loss over the term that was remaining on the loan against which the premium was payable or discount receivable when it was repaid. When a premium or discount has been incurred and paid in full by a grant from an external body it is accounted for in full in the year that the grant is received. The reconciliation of amounts charged to the Comprehensive Income and Expenditure Statement to the net charge required against the General Fund Balance is managed by a transfer to or from the Financial Instruments Adjustment Account in the Movement in Reserves Statement.

Financial Assets
Financial assets are classified based on a classification and measurement approach that reflects the business model for holding the financial assets and their cash flow characteristics.

There are three main classes of financial assets measured at:
- amortised cost
- fair value through other comprehensive income (FVOCI), and
- fair value through profit or loss (FVPL).

The Council's business model is to hold investments to collect contractual cash flows i.e. payments of interest and principal. Most of the Council's financial assets are therefore classified as amortised cost, except for those whose contractual payments are not solely payment of principal and interest (i.e. where the cash flows do not take the form of a basic debt instrument).

Financial Assets Measured at Amortised Cost
Financial assets measured at amortised cost are recognised on the Balance Sheet when the Council becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value. They are subsequently measured at their amortised cost. Annual credits to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement for interest receivable are based on the carrying amount of the asset multiplied by the effective rate of interest for the instrument. For most of the financial assets held by the Council, this means that the amount presented in the Balance Sheet is the outstanding principal receivable (plus accrued interest) and interest credited to the Comprehensive Income and Expenditure Statement is the amount receivable for the year in the loan agreement.

Any gains and losses that arise on the derecognition of a financial asset are credited or debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement.

Expected Credit Loss Model
The Council recognises expected credit losses on all its financial assets held at amortised cost (or where relevant FVOCI), either on a 12-month or lifetime basis. The expected credit loss model also applies to lease receivables and contract assets. Only lifetime losses are recognised for trade receivables (debtors) held by the Council.

Impairment losses are calculated to reflect the expectation that the future cash flows might not take place because the borrower could default on their obligations. Credit risk plays a crucial part in assessing losses. Where risk has increased significantly since an instrument was initially recognised, losses are assessed on a lifetime basis. Where risk has not increased significantly or remains low, losses are assessed on the basis of 12-month expected losses.

Financial Assets measured at Fair Value through other Comprehensive Income (FVOCI)
These assets relate to financial instruments where the amounts received relating to them are solely principal and interest, but they are held to collect cash and sell the assets. The interest received on these assets is spread evenly over the life of these instruments.

Changes in fair value are posted to Other Comprehensive Income and Expenditure and are balanced by an entry in the Financial Instruments Revaluation Reserve.

When the asset is de-recognised, the cumulative gain or loss previously recognised in Other Comprehensive Income and Expenditure is transferred from the Financial Instruments Revaluation Reserve and recognised in the Surplus or Deficit on the Provision of Services.

Financial Assets Measured at Fair Value through Profit of Loss (FVPL)
These assets relate to financial instruments where the amounts received relating to them are not principal and interest (e.g. equity investments). Dividends received are accounted for at the point they are received.

The fair value measurements of the financial assets are based on the following techniques:
- instruments with quoted market prices – the market price
- other instruments with fixed and determinable payments – discounted cash flow analysis.

Any gains and losses that arise on the derecognition of the asset are credited or debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement.

An equity instrument that has been classed as FVPL can be designated as FVOCI if it is not held for trading (e.g. a strategic investment). Once this designation has been made it cannot be reversed. This designation would mean that any gains and losses would be held in the Financial Instruments Revaluation Reserve.

Fair Value Measurement
The Council measures some of its assets and liabilities at fair value at the end of the reporting period. Fair value is the amount that would be received to sell an asset or paid to transfer a liability at the measurement date. The fair value measurement assumes that the transaction to sell the asset or transfer the liability takes place either:

- in the principal market for the asset or liability, or
- in the absence of a principal market, in the most advantageous market for the asset or liability.

The Council uses both in house and external valuers to provide a valuation of its non-financial assets and liabilities, for recognition or disclosure as appropriate, in line with the highest and best use definition within IFRS 13 Fair Value Measurement.

The highest and best use of the asset or liability being valued is considered from the perspective of a market participant. Inputs to the valuation techniques in respect of the Council's fair value measurement of its assets and liabilities are categorised within the fair value hierarchy as follows:

- **Level 1** – quoted prices (unadjusted) in active markets for identical assets or liabilities that the Council can access at the measurement date.
- **Level 2** – inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- **Level 3** – unobservable inputs for the asset or liability.

Heritage Assets
The Council's Heritage Assets are held by the Council principally for their contribution to knowledge and/or culture. These include Civic Regalia, Artefacts, and various gifts & bequests some of which are held in the Museum and Art Gallery. These are recognised and measured, including treatment of revaluation gains and losses, in accordance with the Council's accounting policies on Property Plant and Equipment.

The land and building assets identified to date include Radcliffe Tower, the Dungeon and Rodger Worthington's grave. As there is no available valuation for these assets they have been reported at nominal value as recommended by the Council's property valuer.

However, some of the measurement rules are relaxed allowing the Council's Heritage Assets to be included on the Balance Sheet at their insured value where available. Where insurance valuations are not available there is a narrative disclosure.

Heritage assets are deemed to have an indefinite life, therefore are not depreciated as the charge made would be minimal and immaterial. Nevertheless, where there is evidence of physical deterioration to a Heritage Asset, or doubts arise to its authenticity, the value of the asset must be reviewed.

Investment Property
Investment properties are those assets that are used solely to earn rentals and/or for capital appreciation. The definition is not met if the property is used in any way to facilitate the delivery of services or production of goods or is held for sale.

Investment properties are measured initially at cost and subsequently at fair value, being the price that would be received to sell such an asset in an orderly transaction between market participants at the measurement date. As a non-financial asset, investment properties are measured at highest and best use. Investment properties are not depreciated but are revalued annually according to market conditions at the year-end. Gains and losses on revaluation are charged to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. The same treatment is applied to gains and losses on disposal.

Rentals received in relation to investment properties are credited to the Financing and Investment Income line and result in a gain for the General Fund Balance. However, revaluation and disposal gains and losses are not permitted by statutory arrangements to have an impact on the General Fund Balance. The gains and losses are therefore reversed out of the General Fund Balance in the Movement in Reserves Statement and charged to the Capital Adjustment Account and (for any sale proceeds greater than £10,000) the Useable Capital Receipts Reserve.

Intangible Assets

Expenditure on non-monetary assets that do not have physical substance but are controlled by the Council as a result of past events (e.g. software licences) is capitalised when it is expected that future economic benefits or service potential will flow from the intangible asset to the Council.

Intangible assets are measured initially at cost. Amounts are only revalued where the fair value of the assets held by the Council can be determined by reference to an active market. In practice, no intangible asset held by the Council meets this criterion, and they are therefore carried at cost less accumulated depreciation and any accumulated impairment loss. The depreciable amount of an intangible asset is amortised over its useful life to the relevant service line(s) in the Comprehensive Income and Expenditure Statement. An asset is tested for impairment whenever there is an indication that the asset might be impaired – any losses recognised are posted to the relevant service line(s) in the Comprehensive Income and Expenditure Statement. Any gain or loss arising on the disposal or abandonment of an intangible asset is posted to the other operating expenditure line in the Comprehensive Income and Expenditure Statement.

Infrastructure Assets

Highways infrastructure assets include carriageways, footways and cycle tracks, structures (e.g. bridges), street lighting, street furniture (e.g. illuminated traffic signals, bollards), traffic management systems and land which together form a single integrated network.

<u>Recognition</u>

Expenditure on the acquisition or replacement of components of the network is capitalised on an accrual basis, provided that it is probable that the future economic benefits associated with the item will flow to the authority and the cost of the item can be measured reliably.

<u>Measurement</u>

Highways infrastructure assets are generally measured at depreciated historical cost. However, this is a modified form of historical cost – opening balances for highways infrastructure assets were originally recorded in balance sheets at amounts of capital undischarged for sums borrowed as at 1 April 1994, which was deemed at that time to be historical cost.

Where impairment losses are identified, they are accounted for by the carrying amount of the asset being written down to the recoverable amount.

<u>Depreciation</u>

Depreciation is provided on the parts of the highways network infrastructure assets that are subject to deterioration or depletion and by the systematic allocation of their depreciable amounts over their useful lives. Depreciation is charged on a straight-line basis.

Annual depreciation is the depreciation amount allocated each year.

Useful lives of the various parts of the highways network are assessed by the Chief Highways Engineer using industry standards where applicable as follows:

Part of Highways Network	Useful Life
Roads	25 Years
Bridges	80 Years
Street Furniture	30 Years
Street Lighting	40 Years
Footways & Cycle Tracks	25 Years

Disposals and derecognition
When a component of the network is disposed of or decommissioned, the carrying amount of the component in the Balance Sheet is written off to the 'Other operating expenditure' line in the Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal. Receipts from disposals (if any) are credited to the same line in the Comprehensive Income and Expenditure Statement, also as part of the gain or loss on disposal (i.e. netted off against the carrying value of the asset at the time of disposal).

The written-off amounts of disposals are not a charge against council tax, as the cost of non-current assets is fully provided for under separate arrangements for capital financing. Amounts are transferred to the capital adjustment account from the General Fund Balance in the Movement in Reserves Statement.

Inventories
Inventories are included in the Balance Sheet at the lower of cost and net realisable value. The cost of inventories is assigned using the weighted average costing formula.

Long-term Contracts
Long-term contracts are accounted for on the basis of charging the surplus or deficit on the provision of services with the consideration allocated to the performance obligations satisfied based on the goods or services transferred to the service recipient during the financial year.

Leases
The council adopted IFRS 16 Leases with effect from 1 April 2024. At the inception of a contract, the council assesses whether a contract contains a lease. A contract contains a lease if it conveys the right to control the use of an identified asset for a period of time.

The council considers:
- whether the asset is explicitly or implicitly identified in a contract whether the asset identified in the contract is physically distinct,
- the rights to obtain substantially all of the economic benefits and service potential from the asset,
- the right to direct use.

Leases are classified as finance leases where the terms of the lease transfer substantially all the risks and rewards incidental to ownership of the property, plant or equipment from the lessor to the lessee. All other leases are classified as operating leases. Leases that are peppercorn or nominal lease payments are those leases for which consideration is paid but the lease payments are substantially below market lease payments. Where a lease covers both land and buildings, the land and buildings elements are considered separately for classification.

Arrangements that do not have the legal status of a lease but convey a right to use an asset in return for payment are accounted for under this policy where fulfilment of the arrangement is dependent on the use of specific assets.

The Council as Lessee

A Right-of-Use Asset

The Code expands the scope of IFRS 16 Leases to include arrangements with nil consideration, peppercorn or nominal payments, and removes the previous classifications of operating and finance leases for lessees. Initial Measurement Leases are recognised as right-of-use assets in the Balance Sheet/disclosure note with a corresponding liability at the date from the commencement date.

The right-of-use asset is initially measured at cost, comprising:
- the amount of the initial measurement of the lease liability,
- any lease payments made at or before the commencement date less any incentives received,
- any initial direct costs incurred, and
- any dilapidation or restoration costs.

However, for peppercorn, nominal payments or nil consideration leases, the asset is measured at fair value at the commencement date. The asset recognised is matched by a liability for the obligation to pay the lessor. The lease liability is measured at the present value of lease payments that are not paid at that date, discounted by the interest rate implicit in the lease, or if that cannot be determined the lessee's incremental borrowing rate specific to the term and start date of the lease.

Subsequent Measurement
The right-of-use asset is subsequently measured at fair value. The right-of-use asset is depreciated straight-line over the shorter period of remaining lease term and useful life of the underlying asset as at the date of adoption and is tested for impairment if there are indicators of impairment. The lease liability is subsequently measured at amortised cost, using the effective interest method. The lease liability, and corresponding adjustment to the right-of-use asset, is remeasured when:

- there is a change in future lease payments arising from a change in index or rate such as inflation,
- there is a change in the estimate of the amount expected to be payable under a residual value guarantee,
- the council changes its assessment of whether it will exercise a purchase, extension or termination option, or
- there is a change in the lease term.

When such a remeasurement occurs, a corresponding adjustment is made to the carrying amount of the right-of-use asset, with any further adjustment required from remeasurement being recorded in the income statement.

Property, Plant and Equipment recognised under leases is accounted for using the policies applied generally to such assets, subject to depreciation being charged over the lease term if this is shorter than the asset's estimated useful life (where ownership of the asset does not transfer to the council at the end of the lease period).

The council has elected to apply recognition exemptions to low value assets (those below £20,000 when new) and to short term leases (leases that expire on or before 31 March 2027, and new leases with a duration of less than 12 months) in accordance with the Code.

The council is not required to raise council tax to cover depreciation and revaluation and impairment losses arising on leased assets. However, it is required to make an annual Minimum Revenue Provision (MRP) to contribute towards the reduction in its capital financing requirement (equal to an amount calculated on a prudent basis determined by the authority in accordance with statutory guidance). Depreciation, revaluation and impairment losses are therefore replaced by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement.

Property, Plant and Equipment held under finance leases is recognised on the Balance Sheet at the commencement of the lease at its fair value measured at the lease's inception (or the present value of the minimum lease payments, if lower). The asset recognised is matched by a liability for the obligation to pay the lessor. Initial direct costs of the council are added to the carrying amount of the asset. Premiums paid on entry into a lease are applied to writing down the lease liability. Contingent rents are charged as expenses in the periods in which they are incurred.

Lease payments are apportioned between:

A charge for the acquisition of the interest in the property, plant or equipment – applied to write down the lease liability.
A finance charge (debited to the Financing and Investment Income and Expenditure line in the CIES).

Property, Plant and Equipment recognised under finance leases is accounted for using the policies applied generally to such assets, subject to depreciation being charged over the lease term if this is shorter than the asset's estimated useful life (where ownership of the asset does not transfer to the council at the end of the lease period).

The council is not required to raise council tax to cover depreciation or revaluation and impairment losses arising on leased assets. Instead, a prudent annual contribution is made from revenue funds towards the deemed capital investment in accordance with statutory requirements. Depreciation and revaluation and impairment losses are therefore substituted by a revenue contribution in the General Fund Balance, by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement for the difference between the two.

Operating Leases

Rentals paid under operating leases are charged to the CIES as an expense of the services benefitting from use of the leased Property, Plant or Equipment. Charges are made on a straight-line basis over the life of the lease, even if this does not match the pattern of payments (e.g. there is a rent-free period at the commencement of the lease).

The Council as Lessor

Finance Leases

Where the council grants a finance lease over a property or an item of plant or equipment, the relevant asset is written out of the Balance Sheet as a disposal. At the commencement of the lease, the carrying amount of the asset in the Balance Sheet (whether Property, Plant and Equipment or Assets Held for Sale) is written off to the Other Operating Expenditure line in the CIES as part of the gain or loss on disposal. A gain, representing the council's net investment in the lease, is credited to the same line in the CIES also as part of the gain or loss on disposal (i.e. netted off against the carrying value of the asset at the time of disposal), matched by a lease (long-term debtor) asset in the Balance Sheet.

Lease rentals receivables are apportioned between:

- A charge for the acquisition of the interest in the property – applied to write down the lease debtor (together with any premiums received).
- Finance income (credited to the Financing and Investment Income and Expenditure line in the CIES).

The gain credited to the CIES on disposal is not permitted by statute to increase the General Fund Balance and is required to be treated as a capital receipt. Where a premium has been received, this is posted out of the General Fund Balance to the Capital Receipts Reserve in the Movement in Reserves Statement. Where the amount due in relation to the lease asset is to be settled by the payment of rentals in future financial years, this is posted out of the General Fund Balance to the Deferred Capital Receipts Reserve in the Movement in Reserves Statement. When the future rentals are received, the element for the Capital Receipt for the disposal of the asset is used to write down the lease debtor. At this point, the deferred capital receipts are transferred to the Capital Receipts Reserve.

The written-off value of disposals is not a charge against council tax, as the cost of noncurrent assets is fully provided for under separate arrangements for capital financing. Amounts are therefore appropriated to the Capital Adjustment Account from the General Fund Balance in the Movement in Reserves Statement.

Operating Leases

Where the council grants an operating lease over a property or an item of plant or equipment, the asset is retained in the Balance Sheet. Rental income is credited to the Other Operating Expenditure line in the CIES. Credits are made on a straight-line basis over the life of the lease, even if this does not match the pattern of payments (e.g. there is a premium paid at the commencement of the lease). Initial direct costs incurred in negotiating and arranging the lease are added to the carrying amount of the relevant asset and charged as an expense over the lease term on the same basis as rental income

Property, Plant and Equipment

Assets that have physical substance and are held for use in the production or supply of goods or services, for rental to others, or for administrative purposes and that are expected to be used during more than one financial year are classified as Property, Plant and Equipment.

Recognition

Expenditure on the acquisition, creation or enhancement of Property, Plant and Equipment is capitalised on an accruals basis, provided that it is probable that the future economic benefits or service potential associated with the item will flow to the Council and the cost of the item can be measured reliably. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits or service potential (i.e. repairs and maintenance) is charged as an expense when it is incurred. The Council has a £15,000 de-minimis limit for the recognition of Capital Expenditure.

Measurement

Assets are initially measured at cost, comprising:
- the purchase price.
- any costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.
- the initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located.

Assets that are being constructed by the Council will initially be recognised at cost.

The Council does not capitalise borrowing costs incurred in the cost of acquisition, construction, and completion of qualifying assets.

The cost of assets acquired other than by purchase is deemed to be its fair value unless the acquisition does not have commercial substance (i.e. it will not lead to a variation in the cash flows of the Council). In the latter case, where an asset is acquired via an exchange, the cost of the acquisition is the carrying amount of the asset given up by the Council.

Assets are then carried in the Balance Sheet using the following measurement bases:

Category	**Measurement Basis**
Community Assets and Assets Under Construction	Depreciated historical cost
Dwellings	Current value, determined using the basis of existing use value for social housing (EUV-SH).
Surplus Assets	Fair value, determined by the measurement of the highest and best use value of the asset
All Other Operational Assets	Current value, determined as the amount that would be paid for the asset in its existing use (existing use value – EUV).

Where there is no market-based evidence of current value because of the specialist nature of an asset, depreciated replacement cost (DRC) is used as an estimate of current value.

Where non-property assets that have short useful lives or low values (or both), depreciated historical cost basis is used as a proxy for current value.

Assets included on the Balance Sheet at current value are revalued sufficiently regularly to ensure that their carrying amount is not materially different from their current value at the year end, but as a minimum every five years.

Increases in valuations are matched by credits to the Revaluation Reserve to recognise unrealised gains. Exceptionally, gains might be credited to the Surplus or Deficit on the Provision of Services where they arise from the reversal of a loss previously charged to a service.

Where decreases in value are identified, they are accounted for as follows:
- where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains).
- where there is no balance in the Revaluation Reserve or an insufficient balance, the carrying amount of the asset is written down against the relevant Portfolio line(s) in the Comprehensive Income and Expenditure Statement.

The Revaluation Reserve contains revaluation gains recognised since 1 April 2007 only, the date of its formal implementation. Gains arising before that date have been consolidated into the Capital Adjustment Account.

Impairment
Assets are assessed at each year-end as to whether there is any indication that an asset may be impaired. Where indications exist, and any possible differences are estimated to be material, the recoverable amount of the asset is estimated and, where this is less than the carrying amount of the asset, an impairment loss is recognised for the shortfall.

Where impairment losses are identified, they are accounted for as follows:

- where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains).
- where there is no balance in the Revaluation Reserve or an insufficient balance, the carrying amount of the asset is written down against the relevant service line(s) in the Comprehensive Income and Expenditure Statement.

Where an impairment loss is reversed subsequently, the reversal is credited to the relevant service line(s) in the Comprehensive Income and Expenditure Statement, up to the amount of the original loss, adjusted for depreciation that would have been charged if the loss had not been recognised.

Depreciation
Depreciation is provided for on all property, plant, and equipment assets by the systematic allocation of their depreciable amounts over their useful lives. An exception is made for assets without a determinable finite useful life (i.e. freehold land and certain community assets) and assets that are not yet available for use (i.e. assets under construction).

Deprecation is calculated on the following bases:

Category	**Measurement Basis**
Dwellings	Component Life
Other Buildings	Straight line allocation over the useful life of the property as estimated by the valuer.
Vehicles, Plant, Furniture, and Equipment	Straight-line allocation over the useful life of the asset as estimated by a suitably qualified officer.

Where an item of property, plant and equipment asset has major components whose cost is significant in relation to the total cost of the item, the components are depreciated separately.

Revaluation gains are also depreciated, with an amount equal to the difference between current value depreciation charged on assets and the depreciation that would have been chargeable based on their historical cost being transferred each year from the revaluation reserve to the capital adjustment account.

Component Accounting
Component accounting is applied only to housing stock in accordance with the analysis provided by the valuer.

Indexation
Assets included on the Balance Sheet at current value are revalued sufficiently regularly to ensure that their carrying amount is not materially different from their current value at the year end, but as a minimum every five years. In line with the CIPFA code, assets not valued in the intervening years between each valuation cycle, are indexed based on the indices provided by the valuer.

Disposals and Non-Current Assets Held for Sale
When it becomes probable that the carrying amount of an asset will be recovered principally through a sale transaction rather than through its continuing use, it is reclassified as an asset held for sale. The asset is revalued immediately before reclassification and then carried at the lower of this amount and fair value less costs to sell. Where there is a subsequent decrease to fair value less costs to sell, the loss is posted to the other operating expenditure line in the Comprehensive Income and Expenditure Statement. Gains in fair value are recognised only up to the amount of any previously recognised losses in the surplus or deficit on the provision of services. Depreciation is not charged on assets held for sale.

If assets no longer meet the criteria to be classified as assets held for sale, they are reclassified back to non-current assets and valued at the lower of their carrying amount before they were classified as held for sale; adjusted for depreciation, amortisation or revaluations that would have been recognised had they not been classified as held for sale; and their recoverable amount at the date of the decision not to sell.

When an asset is disposed of or decommissioned, the carrying amount of the asset in the Balance Sheet (whether property, plant and equipment or assets held for sale) is written off to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal. Receipts from disposals are credited to the same line in the Comprehensive Income and Expenditure Statement also as part of the gain or loss on disposal (i.e. netted off against the carrying value of the asset at the time of disposal). Any revaluation gains accumulated for the asset in the Revaluation Reserve are transferred to the Capital Adjustment Account.

The written-off asset value of disposals is not a charge against the General Fund, as the cost of non-current assets is fully provided for under separate arrangements for capital financing. Amounts are appropriated to the Capital Adjustment Account from the General Fund Balance in the Movement in Reserves Statement.
Amounts received for a disposal in excess of £10,000 are categorised as capital receipts. If the disposal relates to housing assets a proportion of the capital receipt is payable to the Government (75% for dwellings, 50% for land and other assets, net of statutory deductions and allowances). The balance of receipts is required to be credited to the Useable Capital Receipts Reserve and can then only be used for new capital investment or set aside to reduce the Council’s underlying need to borrow (the capital financing requirement). Receipts are transferred to the Useable Capital Receipts Reserve from the General Fund Balance in the Movement in Reserves Statement.

Reserves
The Council sets aside specific amounts as reserves for future policy purposes or to cover contingencies. Reserves are created by transferring amounts out of the General Fund Balance in the Movement in Reserves Statement. When expenditure to be financed from a reserve is incurred, it is charged to the appropriate service in that year to score against the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement. The reserve is then appropriated back into the General Fund Balance in the Movement in Reserves Statement so that there is no net charge against Council Tax for the expenditure.

Certain reserves are held to manage the accounting processes for non-current assets, financial instruments, local taxation, retirement, and employee benefits and do not represent usable resources for the Council. These reserves are further explained in the relevant policies.

Schools
In line with accounting standards and the Code on group accounts and consolidation, all maintained schools are considered to be entities controlled by the Council. Rather than produce group accounts the income, expenditure, assets, liabilities, reserves, and cash flows of each school are recognised in the Council’s single entity accounts.

The Council has the following types of maintained schools under its control:
- Community
- Voluntary Aided
- Voluntary Controlled

Schools' non-current assets (school buildings and playing fields) are recognised on the Balance Sheet where the Council directly owns the assets, where the Council holds the balance of control of the assets or where the school or the school governing body own the assets or have had rights to use the assets transferred to them through a licence arrangement.

When a maintained school converts to an Academy, the school's non-current assets held on the Council's Balance Sheet are treated as a disposal. The carrying value of the asset is written off to Other Operating Income and Expenditure in the Comprehensive Income and Expenditure Statement. Any revaluation gains accumulated for the asset in the Revaluation Reserve are transferred to the Capital Adjustment Account.

The written-off asset value is not a charge against the General Fund, as the cost of non-current asset disposals resulting from schools transferring to an Academy is fully provided for under separate arrangements for capital financing. Amounts are appropriated to the Capital Adjustment Account from the General Fund Balance in the Movement in Reserves

02. Accounting Standards Issued, Not Adopted

The Code of Practice on Local Authority Accounting in the United Kingdom (the Code) requires the disclosure of information relating to the expected impact of an accounting change that will be required by a new standard which has been issued but is yet to be adopted by the 2025/26 Code.

The Code also requires that changes in accounting policy are to be applied retrospectively unless transitional arrangements are specified, this would, therefore result in an impact on disclosures spanning two financial years.

The standards introduced by the 2026/27 Code where disclosures are required in the 2025/26 financial statements, in accordance with the requirements of paragraph 3.3.4.3 of the Code, are:

a) Amendments to FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (Amendments to Heritage assets) issued in March 2024

b) Amendments to the Classification and Measurement of Financial Instruments (Amendments to IFRS 9 and IFRS 7) issued in May 2024

c) Annual improvements to IFRS accounting standards – Volume 11 issued in July 2024

d) Contracts Referencing Nature-dependent Electricity (Amendments to IFRS 9 and IFRS 7) issued in December 2024.

03. Critical Judgements in Applying Accounting Policies

In applying the accounting policies set out in Note 1, the Council has had to make certain judgements about complex transactions or those involving uncertainty about future events. The critical judgements made in the 2025/26 statement of accounts are:

Accounting for Schools – Balance Sheet Recognition of Schools
The Council recognises the land and buildings used by schools in line with the provisions of the Code of Practice. It states that property used by Local Council maintained schools should be recognised in accordance with the asset recognition tests relevant to the arrangements that prevail for the property.

The Council recognises schools land and buildings on its Balance Sheet where it directly owns the assets. Where the land and building assets used by the school are owned by an entity other than the Council, school or school Governing Body then it is not included on the Council's Balance Sheet. The exception is where the entity has transferred the rights of use of the asset to the Council, school or school Governing Body.

The Council has completed a school-by-school assessment across the different types of schools it controls within the Borough. Judgements have been made to determine the arrangements in place and the accounting treatment of the land and building assets.

In 2014/15 the Council completed a school-by-school assessment across the different types of schools it controls within the Borough. Letters of confirmation were received from the Diocese of Manchester, Salford Diocese, Manchester Mesivta * and Bury and Whitefield Jewish Primary School that state that the schools occupy the school premises subject to the direction of the Trustees who own the land on which the schools are sited.

All decisions relating to land and buildings rest with the Trustees and there has been no assignment of rights to the property. No formal documentation exists, the schools occupy the premises under a "mere" license which has passed no interest to the school's governing body, and which is terminable by the Trustees at any time. As such none of the schools are included on the Council's balance sheet.

(*The Department for Education (DfE) purchased the land occupied by Manchester Mesivta in January 2016 and the Trustees have a 125-year lease arrangement with the DfE. This does not affect the local authority accounts.)

All 9 community schools are owned by the Council and the land and buildings used by the schools are included on the Council's Balance Sheet. The Council recognises on its Balance Sheet the playing fields located within the boundaries of Voluntary Aided and Voluntary Controlled schools that remain in the control of the Council.

Academies are not considered to be maintained schools in the Council's control. The existing schools' land and building assets are transferred to academies on conversion date on a long-term lease of 125 years. The nominal value shown on the Council's Balance Sheet at year end reflects this arrangement.

For local authority-maintained schools transferring to academy status an academy conversion accounting policy is in place that sets out the critical actions that must be completed for the school to transfer to an academy trust. This includes the treatment of transactions and balances of the schools being derecognised from the local authority single entity financial statements and the consideration of non-current assets.

Group Boundary

The Council carries out a complex range of activities, often in conjunction with external organisations. Where those organisations are in partnership with or under the ultimate control of the Council a judgement is made by management as to whether they are within the Council's group boundary. This judgement is made in line with the provisions set out in the Code and relevant accounting standards.

Those entities which fall within the boundary and are considered to be material are included in the Council's group accounts. Profit and loss, net worth, and the value of assets and liabilities are considered individually for each organisation against a materiality limit set by the Council. An entity could be material but still not consolidated if all its business is with the Council and eliminated on consolidation – i.e. the consolidation would mean that the group accounts are not materially different to the single entity accounts. The assessment of materiality also considers qualitative factors such as whether the Council depends significantly on these entities for the continued provision of its statutory services or where there is concern about the level to which the Council is exposed to commercial risk.

The Council has assessed its group boundary for 2025/26 and has Subsidiaries and Joint Ventures who are considered to be material and will be consolidated into its group accounts.

<u>Basis of Consolidation</u>

The Council relationship with three organisations over which it has substantial control and influence that have been identified as Subsidiaries of Bury Council., of:

- Six Town Housing Ltd
- Bury MBC Townside Fields Ltd
- Persona Care and Support Ltd and Persona Group Ltd

Basis of consolidation, line-by-line consolidation

The two joint arrangements formed during 2022/23, whereby the Council has agreed to share joint control and has rights to the net assets of the arrangement, have been classed as a Joint Venture, of:

- Bury Bruntwood (Millgate) LLP
- The Prestwich Regeneration LLP

Basis of consolidation, equity method

Investment Properties

Investment properties have been assessed using the identifiable criteria under the international accounting standards and are being held for rental income or for capital appreciation. Properties have been assessed using these criteria, which is subject to interpretation to determine if there is an operational reason for holding the property such as regeneration.

Airport Investment

The Council has a 3.22% shareholding in Manchester Airport Holdings Limited (MAHL). Following the adoption of accounting standard IFRS 9 Financial Instruments which came into effect 1 April 2018, the default valuation method of the Council's equity holdings would be Fair Value through Profit and Loss. However, the shareholding is a strategic investment and not held for trading and therefore the Council has designated the investment as fair value through other comprehensive income. It is the Council's view that this is a reasonable and reliable accounting policy for the investment.

The Council has made an equity investment in Manchester Airport Car Park (1) Limited, (along with the other nine Greater Manchester District Councils). The Council's investment is to provide car parking facilities at Manchester Airport. The Council holds 3 Class C ordinary shares. The shareholding will be classed as a financial instrument and held at fair value on the Council's Balance Sheet. Under IFRS 9 the shareholding (investment) will be designated as a strategic investment and not held for trading therefore the Council has opted to designate it as fair value through Other Comprehensive Income. The decision to designate to fair value through Other Comprehensive Income is irrevocable and it is the Council view that this is a reasonable and reliable accounting policy for this investment.

Borrowing – Lender Option Borrower Option (LOBO) Loans

LOBO loans contain options which allow, on specific dates, the lender to alter the interest rate on the loan, and the Council then has an option to decide to either accept the new rate or repay the loan without penalty. These loans have a fixed rate of interest, but the options mean it could change over the life of the loan. This means that there cannot be any certainty as to whether the loans will be paid early, and therefore the Council has treated these loans as fixed loans which will run to their existing maturity. Therefore, we have taken the decision to disclose these as long-term liabilities.

Pensions Liability (Asset)

In calculating the net pensions asset, the Council has made a judgement that the statutory framework for setting employer's contributions under the Local Government Pension Scheme constitutes a minimum funding requirement. As a result, the Council's ability to realise the full economic benefits of the net pensions asset of £290.486m calculated under the Accounting Code's provisions for post-employment benefits through reductions in future employer's contributions is limited. An asset ceiling therefore applies.

The effect means that the asset ceiling has reduced what would otherwise be the net pensions asset of £290.486m to £0m.

The practical effect of this is to move the basis of measurement for the net pensions asset/liability closer to the assumptions made in the triennial valuation of the Scheme under which the employer's contributions were set by the Scheme's actuaries. It does not indicate that the Council has paid excess amounts into the Scheme that it will never be able to recover.

04. Assumptions Made About the Future and Other Major Sources of Estimation Uncertainty

The statement of accounts contains estimated figures that are based on assumptions made by the Council about the future or that are otherwise uncertain. Estimates are made taking into account historical experience, current trends and other relevant factors. The assumptions and other sources of estimation uncertainty disclosed below relate to the estimates that require the Council's most difficult, subjective, or complex judgements. As the number of variables and assumptions affecting the possible future resolution of the uncertainties increases, those judgements become more subjective and complex. As a result, balances cannot be determined with certainty and actual results could be materially different from the assumptions and estimates.

The items in the Council's Balance Sheet at 31 March 2026 for which there is a significant risk of material adjustment in the forthcoming financial year are as follows:

Property, Plant and Equipment – Depreciation
Assets are depreciated over useful lives that are dependent on assumptions about the level of repairs and maintenance that will be incurred in relation to individual assets. The current economic climate makes it uncertain that the authority will be able to sustain its current spending on repairs and maintenance, bringing into doubt the useful lives assigned to assets.

Long-Term Assets – Manchester Airport Holdings Limited (MAHL)
The Authority's shareholding in the Manchester Airport Group is 3.22%. The asset is valued using the earnings-based method resulting in the asset being valued at fair value rather than historic cost, therefore requiring an annual valuation. The valuation includes reviewing the financial performance, stability, and business assumptions of the MAHL and is based on estimations and assumptions.

Pensions Liability (Asset)
Estimation of the pensions net liability (Asset) depends on a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets. A firm of consulting actuaries is engaged to provide the authority with expert advice about the assumptions to be applied.

Provision for NNDR Appeals
Following the introduction of the Business Rate Retention Scheme in 2013/14 and the 100% GM Business Rates Pilot in 2017/18. The Council is responsible for a 99% share of the cost of successful appeals by businesses against their rateable value. A provision is recognised in the statement of accounts, that has been calculated using the latest Valuation Office (VAO) ratings list of ratings appeals and potential appeals against the analysis of successful appeals to date.

05. Material Items of Income and Expense

The Code requires individual items of income or expenditure that exceed materiality and have not been individually recorded on the face of the financial statements or in one of the other notes to the accounts to be disclosed in this note.

For the purposes of this note, the materiality is set at £5m.

There were no individual items above £5m which have not been individually disclosed.

06. Events After the Reporting Period

The statement of accounts was authorised for issue by the Director of Finance on 30 June 2026. Events taking place after this date are not reflected in the financial statements or notes. Where events taking place before this date provided information about conditions existing at 31 March 2026, the figures in the financial statements and notes have been adjusted in all material respects to reflect the impact of this information.

There are no adjusting events after the Balance Sheet date, in relation to the 2025/26 Statement of Accounts.

07. Expenditure and Income Analysed by Nature

2025/26												
	Health & Adult Care £000s	Children & Young People £000s	Place £000s	Strategy & Transformation £000s	Housing General Fund £000s	Non-Service Specific £000s	Other Income and Expenditure £000s	**Outturn as Reported to Cabinet £000s**	Adjustments to Management Reporting (EFA Note 1) £000s	**Net Expenditure Chargeable to the GF and HRA £000s**	**Adjustments Between Funding and Accounting Basis £000s**	**Net Expenditure in the Comprehensive Income and Expenditure Statement £000s**
Fees & Charges	(£24,366)	(£1,557)	(£18,483)	(£5,358)	£0	(£4,850)	£0	**(£54,614)**	(£40,828)	**(£95,442)**	**£0**	**(£95,442)**
Other Service Income	(£33,060)	(£473)	(£5,253)	(£3,883)	£0	£37	£0	**(£42,633)**	(£6,449)	**(£49,081)**	**£0**	**(£49,081)**
Financing and Investment Income	£0	£0	£0	(£0)	£0	(£6,393)	£0	**(£6,393)**	(£2,231)	**(£8,624)**	**(£13,893)**	**(£22,517)**
Government Grants and Contributions	(£2,404)	(£4,847)	(£715)	(£5,814)	(£28,257)	(£103)	(£65,313)	**(£107,454)**	(£137,965)	**(£245,419)**	**(£35,244)**	**(£280,663)**
Income from Council Tax	£0	£0	£0	£0	£0	£0	(£119,350)	**(£119,350)**	£0	**(£119,350)**	**£2,820**	**(£116,530)**
Income from Business Rates	£0	£0	£0	£0	£0	£0	(£48,819)	**(£48,819)**	£0	**(£48,819)**	**(£488)**	**(£49,307)**
Total Income	**(£59,831)**	**(£6,878)**	**(£24,451)**	**(£15,055)**	**(£28,257)**	**(£11,309)**	**(£233,482)**	**(£379,262)**	**(£187,473)**	**(£566,735)**	**(£46,805)**	**(£613,541)**
Employee Benefits Expenses	£27,582	£29,097	£23,282	£32,755	£0	(£8)	£0	**£112,708**	£66,787	**£179,495**	**(£5,055)**	**£174,441**
Other Service Expenses	£135,152	£48,707	£14,326	£14,873	£28,389	£2,726	£0	**£244,173**	£104,808	**£348,981**	**£0**	**£348,981**
Support Service Charges	£0	£0	(£43)	(£11)	£0	£0	£0	**(£54)**	£4	**(£50)**	**£0**	**(£50)**
Depreciation, Amortisation, Revaluations and Impairment	£0	£0	£0	£0	£0	£0	£0	**£0**	£0	**£0**	**£26,904**	**£26,904**
Capital Expenditure Financed from Revenue Balances	£0	£0	£0	£0	£0	£0	£0	**£0**	£10	**£10**	**(£10)**	**£0**
Revenue Expenditure Funded from Capital Under Statute & De-minimis	£0	£0	£0	£0	£0	£0	£0	**£0**	£0	**£0**	**£7,299**	**£7,299**
Financing and Investment Expenses	£0	£0	£0	£1	£0	£10,999	£0	**£10,999**	£6,880	**£17,879**	**(£22,047)**	**(£4,168)**
Precepts and Levies	£0	£0	£566	£0	£0	£28,066	£0	**£28,632**	£0	**£28,632**	**£0**	**£28,632**
Payments to Housing Capital Receipts Pool	£0	£0	£0	£0	£0	£0	£0	**£0**	£0	**£0**	**£0**	**£0**
(Gain) or Loss on Disposal of Non-Current Assets	£0	£0	£0	£0	£0	£0	£0	**£0**	£0	**£0**	**£22,750**	**£22,750**
Posting of HRA Resources from Revenue to the MRR	£0	£0	£0	£0	£0	£0	£0	**£0**	£8,072	**£8,072**	**(£8,072)**	**£0**
Total Expenditure	**£162,733**	**£77,804**	**£38,131**	**£47,618**	**£28,389**	**£41,783**	**£0**	**£396,459**	**£186,561**	**£583,020**	**£21,770**	**£604,790**
Contributions to/(from) Reserves	(£1,315)	£59	£252	(£3,069)	£0	£0	(£5,858)	**(£9,930)**	£9,930	**£0**	**£0**	**£0**
(Surplus) or Deficit on the Provision of Services	**£101,588**	**£70,985**	**£13,932**	**£29,494**	**£132**	**£30,474**	**(£239,340)**	**£7,266**	**£9,019**	**£16,285**	**(£25,035)**	**(£8,751)**

2024/25	Health & Adult Care £000s	Children & Young People £000s	Place £000s	Strategy & Transformation £000s	Housing General Fund £000s	Non-Service Specific £000s	Other Income and Expenditure £000s	**Outturn as Reported to Cabinet £000s**	Adjustments to Management Reporting (EFA Note 1) £000s	**Net Expenditure Chargeable to the GF and HRA £000s**	**Adjustments Between Funding and Accounting Basis £000s**	**Net Expenditure in the Comprehensive Income and Expenditure Statement £000s**
Fees & Charges	(£21,932)	(£1,411)	(£15,925)	(£4,343)	£0	(£3,126)	£0	**(£46,738)**	(£40,021)	**(£86,758)**	**£0**	**(£86,758)**
Other Service Income	(£32,509)	(£622)	(£3,670)	(£5,027)	£0	(£2,244)	£0	**(£44,072)**	(£4,659)	**(£48,731)**	**£0**	**(£48,731)**
Financing and Investment Income	£0	£0	£0	£0	£0	(£5,352)	£0	**(£5,352)**	(£3,351)	**(£8,703)**	**£0**	**(£8,703)**
Government Grants and Contributions	(£1,993)	(£4,003)	(£76)	(£2,983)	(£33,617)	(£2,168)	(£55,492)	**(£100,332)**	(£135,151)	**(£235,483)**	**(£33,380)**	**(£268,863)**
Income from Council Tax	£0	£0	£0	£0	£0	£0	(£110,931)	**(£110,931)**	£0	**(£110,931)**	**(£241)**	**(£111,172)**
Income from Business Rates	£0	£0	£0	£0	£0	£0	(£40,044)	**(£40,044)**	£0	**(£40,044)**	**(£5,804)**	**(£45,848)**
Total Income	**(£56,434)**	**(£6,036)**	**(£19,672)**	**(£12,353)**	**(£33,617)**	**(£12,890)**	**(£206,467)**	**(£347,469)**	**(£183,181)**	**(£530,650)**	**(£39,425)**	**(£570,075)**
Employee Benefits Expenses	£25,009	£25,621	£21,838	£30,644	£0	£69	£0	**£103,181**	£74,674	**£177,854**	**£500**	**£178,354**
Other Service Expenses	£128,903	£41,243	£10,927	£13,294	£33,606	£6,661	£0	**£234,633**	£88,052	**£322,685**	**£0**	**£322,685**
Support Service Charges	£0	£91	(£84)	(£249)	£0	£0	£0	**(£242)**	£4	**(£238)**	**£0**	**(£238)**
Depreciation, Amortisation, Revaluations and Impairment	£0	£0	£0	£0	£0	£0	£0	**£0**	£0	**£0**	**£26,957**	**£26,957**
Capital Expenditure Financed from Revenue Balances	£0	£0	£306	£0	£0	£0	£0	**£306**	£23	**£329**	**(£329)**	**£0**
Revenue Expenditure Funded from Capital Under Statute & De-minimis	£0	£0	£0	£0	£0	£0	£0	**£0**	£0	**£0**	**£4,431**	**£4,431**
Financing and Investment Expenses	£0	£0	£0	£1	£0	£8,979	£0	**£8,979**	£6,182	**£15,161**	**(£12,504)**	**£2,657**
Precepts and Levies	£0	£0	£550	£0	£0	£27,414	£0	**£27,963**	£0	**£27,963**	**£0**	**£27,963**
Payments to Housing Capital Receipts Pool	£0	£0	£0	£0	£0	£0	£0	**£0**	£0	**£0**	**£55**	**£55**
(Gain) or Loss on Disposal of Non-Current Assets	£0	£0	£0	£0	£0	£0	£0	**£0**	£0	**£0**	**£35,431**	**£35,431**
Posting of HRA Resources from Revenue to the MRR	£0	£0	£0	£0	£0	£0	£0	**£0**	£7,414	**£7,414**	**(£7,414)**	**£0**
Total Expenditure	**£153,912**	**£66,954**	**£33,537**	**£43,689**	**£33,606**	**£43,122**	**£0**	**£374,821**	**£176,348**	**£551,169**	**£47,127**	**£598,295**
Contributions to/(from) Reserves	(£1,130)	(£794)	(£189)	(£368)	£0	(£1,676)	(£18,800)	**(£22,958)**	£22,958	**£0**	**£0**	**£0**
(Surplus) or Deficit on the Provision of Services	**£96,349**	**£60,124**	**£13,675**	**£30,968**	**(£11)**	**£28,556**	**(£225,267)**	**£4,393**	**£16,125**	**£20,518**	**£7,702**	**£28,220**

08. Adjustments between Accounting Basis and Funding Basis Under Regulations

This note details the adjustments that are made to the Total Comprehensive Income and Expenditure recognised by the Council in the year, in accordance with proper accounting practice to arrive at the resources that are specified by statutory provisions as being available to the Council to meet future capital and revenue expenditure.

The following sets out a description of the reserves that the adjustments are made against:

General Fund balance
The General Fund is the statutory fund into which all the receipts of an authority are required to be paid and out of which all liabilities of the authority are to be met, except to the extent that statutory rules might provide otherwise. These rules can also specify the financial year in which liabilities and payments should impact on the General Fund balance, which is not necessarily in accordance with proper accounting practice. The General Fund balance therefore summarises the resources that the council is statutorily empowered to spend on its services or on capital investment (or the deficit of resources that the council is required to recover) at the end of the financial year. [For housing authorities however, the balance is not available to be applied to funding HRA services.]

Housing Revenue Account balance
The HRA balance reflects the statutory obligation to maintain a revenue account for local authority council housing provision in accordance with Part VI of the Local Government and Housing Act 1989. It contains the balance of income and expenditure as defined by the 1989 Act that is available to fund future expenditure in connection with the council's landlord function or (where in deficit) that is required to be recovered from tenants in future years.

Major Repairs Reserve
The authority is required to maintain the major repairs reserve, which controls an element of the capital resources limited to being used on capital expenditure on HRA assets or the financing of historical capital expenditure by the HRA. The balance shows the capital resources that have yet to be applied at the year-end.

Capital Receipts Reserve
The capital receipts reserve holds the proceeds from the disposal of land or other assets, which are restricted by statute from being used other than to fund new capital expenditure or to be set aside to finance historical capital expenditure. The balance on the reserve shows the resources that have yet to be applied for these purposes at the year-end.

Capital Grants Unapplied
The capital grants unapplied account (reserve) holds the grants and contributions received towards capital projects for which the council has met the conditions that would otherwise require repayment of the monies, but which have yet to be applied to meet expenditure. The balance is restricted by grant terms as to the capital expenditure against which it can be applied and/or the financial year in which this can take place.

2025/26	Revenue Reserves		Capital Reserves			Total Usable Reserves	Total Unusable Reserves	Total Authority Reserves
	General Fund Balance	Housing Revenue Account	Major Repairs Reserve	Capital Receipts Reserve	Capital Grants Unapplied			
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
ADJUSTMENTS TO THE REVENUE RESOURCES								
Pensions Costs (transferred to (or from) the Pension Reserve)	(£20,488)	(£995)	£0	£0	£0	**(£21,483)**	**£21,483**	**£0**
Financial Instruments (transferred to the Financial Instruments Adjustments Account)	(£7,373)	(£6,523)	£0	£0	£0	**(£13,896)**	**£13,896**	**£0**
Council Tax & NDR (transfers to (or from) the Collection Fund Adjustment Account	£2,332	£0	£0	£0	£0	**£2,332**	**(£2,332)**	**£0**
Holiday Pay (transferred to the Accumulated Absences Reserve)	(£205)	(£2)	£0	£0	£0	**(£207)**	**£207**	**£0**
DSG Deficits (transferred to the DSG Adjustment Account)	£1,244	£0	£0	£0	£0	**£1,244**	**(£1,244)**	**£0**
Reversal of Entries Included in the Surplus or Deficit on the Provision of Services in Relation to Capital Expenditure (these items are charged to the Capital Adjustment Account or Capital Grants Unapplied)	£16,318	£11,355	£0	£0	£13,253	**£40,925**	**(£40,925)**	**£0**
TOTAL ADJUSTMENTS TO THE REVENUE RESOURCES	**(£8,172)**	**£3,835**	**£0**	**£0**	**£13,253**	**£8,916**	**(£8,916)**	**£0**
ADJUSTMENTS BETWEEN REVENUE & CAPITAL RESOURCES								
Transfer of Non-Current Asset Sale Proceeds from Revenue to the Capital Receipts Reserve	(£2,906)	(£5,642)	£0	£8,548	£0	**£0**	**£0**	**£0**
Administrative Costs of Non-Current Asset Disposals (funded by a contribution from the Capital Receipts Reserve)	£23	£94	£0	(£117)	£0	**£0**	**£0**	**£0**
Payments to the Government Housing Receipts Pool (funded by a transfer from the Capital Receipts Reserve)	£0	£0	£0	£0	£0	**£0**	**£0**	**£0**
Posting of HRA Resources from Revenue to the Major Repairs Reserve	£0	(£8,072)	£8,072	£0	£0	**£0**	**£0**	**£0**
Statutory Provision for the Repayment of Debt transfer from the Capital Adjustment Account)	(£4,081)	(£105)	£0	£0	£0	**(£4,186)**	**£4,186**	**£0**
Capital Expenditure Financed from Revenue Balances (transfer to the Capital Adjustment Account)	(£10)	£0	£0	£0	£0	**(£10)**	**£10**	**£0**
TOTAL ADJUSTMENTS BETWEEN REVENUE & CAPITAL RESOURCES	**(£6,973)**	**(£13,725)**	**£8,072**	**£8,431**	**£0**	**(£4,196)**	**£4,196**	**£0**
ADJUSTMENTS TO CAPITAL RESOURCES								
Use of the Capital Receipts Reserve to Finance New Capital Expenditure	£0	£0	£0	(£9,555)	£0	**(£9,555)**	**£9,555**	**£0**
Use of the Major Repairs Reserve to Finance New Capital Expenditure	£0	£0	(£8,072)	£0	£0	**(£8,072)**	**£8,072**	**£0**
Application of Unapplied Capital Grants to Finance New Capital Expenditure	£0	£0	£0	£0	(£10,295)	**(£10,295)**	**£10,295**	**£0**
Cash Payments in Relation to Deferred Capital Receipts	£0	£0	£0	£0	£0	**£0**	**£0**	**£0**
Cash Payments in Relation to Long-Term Debtor Loans	£0	£0	£0	£0	£0	**£0**	**£0**	**£0**
TOTAL ADJUSTMENTS TO CAPITAL RESOURCES	**£0**	**£0**	**(£8,072)**	**(£9,555)**	**(£10,295)**	**(£27,922)**	**£27,922**	**£0**
TOTAL ADJUSTMENTS	**(£15,145)**	**(£9,890)**	**£0**	**(£1,124)**	**£2,957**	**(£23,202)**	**£23,202**	**£0**

2024/25	Revenue Reserves		Capital Reserves			Total Usable Reserves	Total Unusable Reserves	Total Authority Reserves
	General Fund Balance	Housing Revenue Account	Major Repairs Reserve	Capital Receipts Reserve	Capital Grants Unapplied			
	£000s	**£000s**	**£000s**	**£000s**	**£000s**	**£000s**	**£000s**	**£000s**
ADJUSTMENTS TO THE REVENUE RESOURCES								
Pensions Costs (transferred to (or from) the Pension Reserve)	(£6,948)	(£384)	£0	£0	£0	**(£7,332)**	**£7,332**	**£0**
Financial Instruments (transferred to the Financial Instruments Adjustments Account)	(£2)	£0	£0	£0	£0	**(£2)**	**£2**	**£0**
Council Tax & NDR (transfers to (or from) the Collection Fund Adjustment Account	(£6,045)	£0	£0	£0	£0	**(£6,045)**	**£6,045**	**£0**
Holiday Pay (transferred to the Accumulated Absences Reserve)	£358	£5	£0	£0	£0	**£362**	**(£362)**	**£0**
DSG Deficits (transferred to the DSG Adjustment Account)	£582	£0	£0	£0	£0	**£582**	**(£582)**	**£0**
Reversal of Entries Included in the Surplus or Deficit on the Provision of Services in Relation to Capital Expenditure (these items are charged to the Capital Adjustment Account or Capital Grants Unapplied)	£30,261	£7,463	£0	£0	£5,703	**£43,427**	**(£43,427)**	**£0**
TOTAL ADJUSTMENTS TO THE REVENUE RESOURCES	**£18,206**	**£7,083**	**£0**	**£0**	**£5,703**	**£30,992**	**(£30,992)**	**£0**
ADJUSTMENTS BETWEEN REVENUE & CAPITAL RESOURCES								
Transfer of Non-Current Asset Sale Proceeds from Revenue to the Capital Receipts Reserve	(£2,482)	(£3,458)	£0	£5,940	£0	**£0**	**£0**	**£0**
Administrative Costs of Non-Current Asset Disposals (funded by a contribution from the Capital Receipts Reserve)	£27	£60	£0	(£86)	£0	**£0**	**£0**	**£0**
Payments to the Government Housing Receipts Pool (funded by a transfer from the Capital Receipts Reserve)	£55	£0	£0	(£55)	£0	**£0**	**£0**	**£0**
Posting of HRA Resources from Revenue to the Major Repairs Reserve	£0	(£7,414)	£7,414	£0	£0	**£0**	**£0**	**£0**
Statutory Provision for the Repayment of Debt transfer from the Capital Adjustment Account)	(£3,841)	(£204)	£0	£0	£0	**(£4,045)**	**£4,045**	**£0**
Capital Expenditure Financed from Revenue Balances (transfer to the Capital Adjustment Account)	(£329)	£0	£0	£0	£0	**(£329)**	**£329**	**£0**
TOTAL ADJUSTMENTS BETWEEN REVENUE & CAPITAL RESOURCES	**(£6,571)**	**(£11,016)**	**£7,414**	**£5,799**	**£0**	**(£4,375)**	**£4,375**	**£0**
ADJUSTMENTS TO CAPITAL RESOURCES								
Use of the Capital Receipts Reserve to Finance New Capital Expenditure	£0	£0	£0	(£7,740)	£0	**(£7,740)**	**£7,740**	**£0**
Use of the Major Repairs Reserve to Finance New Capital Expenditure	£0	£0	(£7,401)	£0	£0	**(£7,401)**	**£7,401**	**£0**
Application of Unapplied Capital Grants to Finance New Capital Expenditure	£0	£0	£0	£0	(£4,981)	**(£4,981)**	**£4,981**	**£0**
Cash Payments in Relation to Deferred Capital Receipts	£0	£0	£0	£0	£0	**£0**	**£0**	**£0**
Cash Payments in Relation to Long-Term Debtor Loans	£0	£0	£0	£0	£0	**£0**	**£0**	**£0**
TOTAL ADJUSTMENTS TO CAPITAL RESOURCES	**£0**	**£0**	**(£7,401)**	**(£7,740)**	**(£4,981)**	**(£20,123)**	**£20,123**	**£0**
TOTAL ADJUSTMENTS	**£11,635**	**(£3,933)**	**£13**	**(£1,941)**	**£722**	**£6,494**	**(£6,494)**	**(£0)**

09. Movement in Earmarked Reserves

This note sets out the amounts set aside from the General Fund and HRA balances in earmarked reserves to provide financing for future expenditure plans and the amounts posted back from earmarked reserves to meet General Fund and HRA expenditure in 2025/26.

General Fund Earmarked Reserves are held for the following purposes:

Directorate Reserves - These are reserves held to support service specific outcomes across the council and are included on a thematic basis relating to current priorities.

Investment Reserves - These are reserves held to support corporate specific outcomes across the council and are presented on a thematic basis relating to current priorities.

Risk Reserves - These reserves are utilised to manage in-year financial variations such as fluctuations in demand or any other financial risk.

Stabilisation Reserves - These reserves will be utilised to manage areas of spending where costs in any one year are variable and unpredictable but where annual fluctuations are averaged over the medium term.

External Funding - This reserve is utilised to manage external funding received for specific purposes

Schools Reserves – This includes the balances held by schools under the scheme of delegation.

Section 106 Commuted Sums - This reserve represents money received as part of Section 106 agreements from Housing and other developers. The reserve is earmarked and is not available for general use.

The following table and note explains the amount and purpose of the earmarked reserves held by the Council.

Usable Reserves	2024/25 £000s	2025/26 £000s
General Fund	(£10,000)	(£10,000)
Earmarked General Fund Reserve	(£56,290)	(£36,891)
Housing Revenue Account	(£16,746)	(£19,861)
Major Repairs Reserve	(£13)	(£13)
Capital Receipts Unapplied	(£16,769)	(£15,645)
Capital Grants Unapplied	(£28,935)	(£31,892)
Balance at 31 March	**(£128,753)**	**(£114,302)**

General Fund Reserves	Balance at 31 March 2024 £000s	Transfers Between 2024/25 £000s	Transfers Out 2024/25 £000s	Transfers In 2024/25 £000s	Balance at 31 March 2025 £000s	Transfers Between 2025/26 £000s	Transfers Out 2025/26 £000s	Transfers In 2025/26 £000s	Balance at 31 March 2026 £000s
General Fund	**(£10,000)**	**£0**	**£0**	**£0**	**(£10,000)**	**£0**	**£0**	**£0**	**(£10,000)**
Directorate Reserves	**(£3,224)**	(£1,767)	£2,317	(£714)	**(£3,388)**	£632	£286	(£207)	**(£2,677)**
Investment - Invest To Save	**(£1,519)**	(£369)	£0	(£69)	**(£1,957)**	£0	£0	(£16)	**(£1,973)**
Investment - Regeneration	**£0**	(£136)	£116	£0	**(£20)**	£0	£19	£0	**(£1)**
Investment - Transformation	**(£838)**	£0	£0	£0	**(£838)**	£0	£0	£0	**(£838)**
Risk - Volatilty / Demand Reserve	**£0**	£0	£0	£0	**£0**	£0	£0	£0	**£0**
Risk - Insurance	**(£4,664)**	£0	£1,555	(£1,797)	**(£4,906)**	£0	£2,920	£0	**(£1,986)**
Risk - DSG	**(£6,000)**	£0	£0	£0	**(£6,000)**	£0	£2,000	£0	**(£4,000)**
Stabilisation Reserves - Net Budget	**(£43,130)**	(£1,409)	£18,901	£0	**(£25,638)**	(£3,085)	£13,124	£0	**(£15,599)**
Stabilisation Reserves - Funding	**(£7,193)**	£0	£6,383	(£732)	**(£1,542)**	£0	£0	£0	**(£1,542)**
External Funding	**(£13,549)**	£3,796	£1,718	(£993)	**(£9,028)**	£2,453	£1,564	(£477)	**(£5,488)**
Earmarked Council Balances Sub-Total	**(£80,117)**	**£115**	**£30,990**	**(£4,305)**	**(£53,317)**	**£0**	**£19,913**	**(£700)**	**(£34,104)**
Schools Reserves	**(£3,043)**	£0	£2,555	(£2,484)	**(£2,972)**	£0	£2,484	(£2,296)	**(£2,784)**
Earmarked General Fund Reserves Total	**(£83,160)**	**£115**	**£33,545**	**(£6,789)**	**(£56,289)**	**£0**	**£22,397**	**(£2,996)**	**(£36,888)**
Total General Fund Reserves	**(£93,160)**	**£115**	**£33,545**	**(£6,789)**	**(£66,289)**	**£0**	**£22,397**	**(£2,996)**	**(£46,888)**

10. Other Operating Expenditure

This note provides an analysis of other operating expenditure within the Comprehensive Income and Expenditure Statement.

Other Operating Expenditure	2024/25 £000s	2025/26 £000s
Levies	£27,963	£28,632
Payments to the Government Housing Capital Receipts Pool	£55	£0
(Gains)/Losses on Disposal of Non-Current Assets	£35,431	£22,750
Total	**£63,450**	**£51,382**

11. Financing and Investment Income and Expenditure

This note provides an analysis of financing and investment income and expenditure within the Comprehensive Income and Expenditure Statement.

Financing and Investment Income and Expenditure	2024/25 £000s	2025/26 £000s
Interest Payable and Similar Charges	£11,091	£13,661
Net Interest on the Net Defined Benefit Liability (Asset)	(£7,470)	(£16,635)
Interest Receivable and Similar Income	(£5,111)	(£20,872)
Income and Expenditure in Relation to Investment Properties and Changes in their Fair Value	(£1,398)	(£1,799)
Other Investment Income and Expense	(£3,158)	(£1,040)
Total	**(£6,046)**	**(£26,685)**

12. Taxation and Non-Specific Grant Income

This note provides an analysis of taxation and non-specific grant income within the Comprehensive Income and Expenditure Statement.

Taxation and Non-Specific Grant Income	2024/25 £000s	2025/26 £000s
Council Tax Income	(£111,172)	(£116,530)
Non-Domestic Rates Income and Expenditure	(£70,704)	(£74,515)
Non-Ringfenced Government Grants	(£30,636)	(£40,105)
Capital Grants and Contributions	(£33,962)	(£36,487)
Total	**(£246,474)**	**(£267,638)**

13. Property, Plant and Equipment

Depreciation
The Council carried out depreciation on a straight-line basis of the estimated useful life of the asset which is reviewed as part of the asset revaluing process. The following useful asset lives, and depreciation rates have been used in the calculation of depreciation:

- Land - is not depreciated
- Council Dwellings – Componentised *
- Other Land & Buildings – as estimated by the valuer
- Vehicles, Plant, Furniture & Equipment – estimated by a suitably qualified officer
- Infrastructure:
  - Roads – 25 Years
  - Bridges – 80 Years
  - Street Furniture – 30 Years
  - Street Lighting – 40 Years
  - Footways & Cycle Tracks – 25 Years

*Council Dwellings are valued on a beacon basis, in order to ensure that the depreciation is not materially misstated the beacon lives are componentised to reflect the different rates at which the components will be consumed. For 2025/26 the estimated component lives are as follows:
- Main Structure – 50 Years
- Roof – 35 Years
- M&E – 15 Years
- Other Works – 15 Years

Revaluations
The Council undertakes a rolling programme of revaluating assets no more than every 5 years, which is carried out by revaluing 20% of the Council's assets each year. In 2019/20 the Council undertook a full revaluation of assets, which was done by external valuers Align (80%) with the remaining 20% carried out by our in-house valuers. In 2020/21 the Council returned to its rolling 5-year programme, and this has continued in 2025/26.

In 2025/26, all revaluations were carried out externally by Align.

Fair Values have been calculated in line with the CIPFA Code of Practice and the RICS Valuation standards. This includes reviewing comparable valuations reviewing property of an equivalent nature and location. The effective date of all the 2025/26 revaluations was 31 March 2026.

For the purposes of valuation materiality is set at £50k. There are some assets held at depreciated historical cost in the categories revalued. This is because they were either below the de-minimis level for revaluation or because purchases of new assets and additions to assets, which were below de-minimis during 2025/26, means that they have yet to be revalued. This will take place in subsequent years.

Right of Use
Right of use assets are included within the Other Land & Building balance

Revaluations 2025/26	Council Dwellings £000s	Other Land & Buildings £000s	Vehicles, Plant & Equipment £000s	Community Assets £000s	Surplus Assets £000s	Assets Under Construction £000s	PPE Note Total £000s
Depreciated Historical Cost	£2	£0	£9,115	£11,001	£0	£96,230	**£116,348**
Valued at Current Value:							
31.03.2025	£1,911	£16,379	£0	£0	£821	£0	**£19,112**
31.03.2024	£73,952	(£15,336)	£0	£0	£2,647	£0	**£61,263**
31.03.2023	£297,047	£147,814	£0	£0	(£256)	£0	**£444,605**
31.03.2022	£0	£43,434	£0	£0	£3,493	£0	**£46,927**
31.03.2021	£0	£4,427	£0	£0	£5,475	£0	**£9,902**
	£372,912	**£196,718**	**£9,115**	**£11,001**	**£12,180**	**£96,230**	**£698,156**

Capital Commitments
By 31 March 2026, the Council had entered a number of external contracts for the construction or enhancement of property, plant and equipment in 2026/27 and future years budgeted to cost £24.428m. Similar commitments at 31 March 2025 were £55.678m. The major commitments are:

Scheme	£000s
Bury Flexi Hall - LUF	£643
Radcliffe Hub - LUF	£522
Prestwich Village	£3,933
Highways Schemes	£5,898
DDaT schemes	£597
Housing improvement schemes	£12,836
Total	**£24,428**

The actual level of expenditure on any of the uncommitted schemes for future years will depend upon the availability of capital financing resources.

Movements on Balances

Property, Plant and Equipment Note 2025/26	Council Dwellings £000s	Other Land & Buildings £000s	Vehicles, Plant & Equipment £000s	Community Assets £000s	Surplus Assets £000s	Assets Under Construction £000s	TOTAL £000s
Certified Value as at 1 April 2025	**£371,217**	**£225,042**	**£31,827**	**£10,020**	**£14,478**	**£42,669**	**£695,253**
Additions & Acquisitions	£19,179	£5,315	£1,088	£1,072	£0	£52,364	**£79,018**
Increase/(Decrease) Revaluations Recognised in the Revaluation Reserve	(£12,822)	£8,151	£0	£0	£1,288	£0	**(£3,383)**
Increase/(Decrease) Revaluations Recognised in the (Surplus)/Deficit on the Provision of Services	(£227)	(£1,856)	£0	£0	(£1,960)	£0	**(£4,043)**
Derecognition - Disposals	(£4,433)	£0	£0	£0	(£200)	£0	**(£4,633)**
Derecognition - Others	£0	(£25,313)	£0	£0	(£1,778)	£0	**(£27,091)**
Reclassifications & Asset Transfers	£0	£2,138	£0	(£90)	£351	£1,197	**£3,596**
Other Movements in Cost or Valuation	£0	£0	£0	£0	£0	£0	**£0**
Movement in Cost/Valuation	**£1,697**	**(£11,564)**	**£1,088**	**£982**	**(£2,299)**	**£53,561**	**£43,465**
Amount as at 31 March 2026	**£372,914**	**£213,478**	**£32,915**	**£11,002**	**£12,180**	**£96,230**	**£738,718**
Accumulated Depreciation & Impairments as at 1 April 2025	**£0**	**(£16,126)**	**(£21,237)**	**£0**	**£0**	**£0**	**(£37,363)**
Depreciation charged In-year	(£8,072)	(£6,539)	(£2,564)	£0	£0	£0	**(£17,175)**
Depreciation written out to the Revaluation Reserve	£7,974	£4,609	£0	£0	£0	£0	**£12,583**
Depreciation written out to (Surplus)/Deficit on Provision of Services	£2	£200	£0	£0	£0	£0	**£202**
Impairments Recognised in the Revaluation Reserve	£0	£0	£0	£0	£0	£0	**£0**
Impairments Recognised in the (Surplus)/Deficit on the Provision of Services	£0	£0	£0	£0	£0	£0	**£0**
Derecognition - Disposals	£96	£0	£0	£0	£0	£0	**£96**
Derecognition - Other	£0	£1,094	£0	£0	£0	£0	**£1,094**
Reclassifications & Asset Transfers	£0	£0	£0	£0	£0	£0	**£0**
Other Movements in Depreciation and Impairment	£0	£0	£0	£0	£0	£0	**£0**
Movement in Depreciation & Impairment	**(£0)**	**(£637)**	**(£2,564)**	**£0**	**£0**	**£0**	**(£3,200)**
Amount as at 31 March 2026	**(£0)**	**(£16,763)**	**(£23,801)**	**£0**	**£0**	**£0**	**(£40,564)**
Opening NBV	**£371,217**	**£208,916**	**£10,589**	**£10,020**	**£14,478**	**£42,669**	**£657,890**
Total Movement	**£1,697**	**(£12,201)**	**(£1,475)**	**£982**	**(£2,299)**	**£53,561**	**£40,264**
Closing NBV	**£372,914**	**£196,715**	**£9,114**	**£11,002**	**£12,180**	**£96,230**	**£698,154**

The following table is provided for comparative purposes:

Property, Plant and Equipment Note 2024/25	Council Dwellings £000s	Other Land & Buildings £000s	Vehicles, Plant & Equipment £000s	Community Assets £000s	Surplus Assets £000s	Assets Under Construction £000s	TOTAL £000s
Certified Value as at 1 April 2024	**£300,296**	**£231,226**	**£29,605**	**£8,371**	**£19,922**	**£20,841**	**£610,261**
Adjustments	£0	£12,007	£0	£0	£0	£0	**£12,007**
Adjusted Value as at 1 April 2024	**£300,296**	**£243,233**	**£29,605**	**£8,371**	**£19,922**	**£20,841**	**£622,268**
Additions & Acquisitions	£16,083	£2,551	£1,254	£1,526	£22	£23,139	**£44,574**
Revaluations Recognised in the Revaluation Reserve	£57,789	£17,804	£0	£0	£4,790	£0	**£80,384**
Revaluations Recognised in the (Surplus)/Deficit on the Provision of Services	(£156)	(£2,625)	£0	£0	(£292)	£0	**(£3,072)**
Derecognition - Disposals	(£2,117)	(£1,015)	£0	£0	(£1,514)	£0	**(£4,647)**
Derecognition - Others	(£633)	(£37,537)	£0	(£4)	(£1,917)	(£1,012)	**(£41,103)**
Reclassifications & Asset Transfers	(£44)	£2,631	£968	£127	(£6,533)	(£299)	**(£3,149)**
Other Movements in Cost or Valuation	(£1)	£0	£0	£0	£0	£0	**(£1)**
Movement in Cost/Valuation	**£70,921**	**(£18,191)**	**£2,221**	**£1,649**	**(£5,444)**	**£21,828**	**£72,985**
Amount as at 31 March 2025	**£371,217**	**£225,042**	**£31,827**	**£10,020**	**£14,478**	**£42,669**	**£695,253**
Accumulated Depreciation & Impairments as at 1 April 2024	**(£245)**	**(£18,623)**	**(£18,124)**	**£0**	**£0**	**£0**	**(£36,992)**
Adjustments	£0	£0	£0	£0	£0	£0	**£0**
Adjusted Value as at 1 April 2024	**(£245)**	**(£18,623)**	**(£18,124)**	**£0**	**£0**	**£0**	**(£36,992)**
Depreciation charged In-year	(£7,414)	(£8,828)	(£2,635)	£0	£0	£0	**(£18,876)**
Depreciation written out to the Revaluation Reserve	£7,600	£6,980	£0	£0	£0	£0	**£14,581**
Depreciation written out to (Surplus)/Deficit on Provision of Services	£0	£133	£0	£0	£0	£0	**£133**
Impairments Recognised in the Revaluation Reserve	£0	£0	£0	£0	£0	£0	**£0**
Impairments Recognised in the (Surplus)/Deficit on the Provision of Services	£0	£0	£0	£0	£0	£0	**£0**
Depreciation Written out on Disposal	£44	£40	£10	£0	£0	£0	**£94**
Reclassifications & Asset Transfers	£14	£4,171	£0	£0	£0	£0	**£4,185**
Other Movements in Depreciation and Impairment	£0	£0	(£489)	£0	£0	£0	**(£489)**
	£1	£0	£0	£0	£0	£0	**£1**
Movement in Depreciation & Impairment	**£245**	**£2,497**	**(£3,113)**	**£0**	**£0**	**£0**	**(£371)**
Amount as at 31 March 2025	**(£0)**	**(£16,126)**	**(£21,237)**	**£0**	**£0**	**£0**	**(£37,363)**
Opening NBV	**£300,051**	**£224,610**	**£11,481**	**£8,371**	**£19,922**	**£20,841**	**£585,276**
Total Movement	**£71,166**	**(£15,694)**	**(£892)**	**£1,649**	**(£5,444)**	**£21,828**	**£72,614**
Closing NBV	**£371,217**	**£208,916**	**£10,589**	**£10,020**	**£14,478**	**£42,669**	**£657,890**

14. **Infrastructure Assets**

Movements on balances

In accordance with the temporary relief offered by the Update to the Code on Infrastructure Assets this note does not include disclosure of gross cost and accumulated depreciation for infrastructure assets because historical reporting practices and resultant information deficits mean that this would not faithfully represent the asset position to the users of the financial statements.

The authority has chosen not to disclose this information as the previously reported practices and resultant information deficits mean that gross cost and accumulated depreciation are not measured accurately and would not provide the basis for the users of the financial statements to take economic or other decisions relating to infrastructure assets.

Infrastructure Assets	2024/25 £000s	2025/26 £000s
Certified Valuation or Cost at 1 April	**£65,774**	**£72,546**
Additions in Year	£9,802	£13,391
Reclassifications & Asset Transfers	£43	£0
Derecognition - Other	£310	£0
Depreciation charged in year	(£3,383)	(£4,337)
As at 31st March	**£72,546**	**£81,600**

As infrastructure assets are not being disclosed on the face of the Balance Sheet a reconciling note has been prepared:

PPE Assets	2024/25 £000s	2025/26 £000s
Infrastructure Assets	£72,546	£81,600
Other PPE Assets	£657,890	£698,154
Total PPE Assets	**£730,436**	**£779,754**

The authority has determined in accordance with Regulation [30M England] of the Local Authorities (Capital Finance and Accounting) (England/Wales) (Amendment) Regulations 2022 that the carrying amounts to be derecognised for infrastructure assets when there is replacement expenditure is nil.

15. Heritage Assets

Reconciliation of the carrying value of heritage assets held by the authority.

Heritage Assets	Artifacts and Gifts £000s	Pictures £000s	Civic Regalia £000s	Total Assets £000s
Cost or Valuation 1 April 2024	**£31**	**£25,693**	**£629**	**£26,353**
Additions	£0	£0	£0	£0
Revaluation Gains/(Losses) Recognised in the Revaluation Reserve	£0	£0	£0	£0
31 March 2025	**£31**	**£25,693**	**£629**	**£26,353**
Cost or Valuation 1 April 2025	**£31**	**£25,693**	**£629**	**£26,353**
Additions	£2	£0	£0	£2
Revaluation Gains/(Losses) Recognised in the Revaluation Reserve	£0	£0	£0	£0
31 March 2026	**£33**	**£25,693**	**£629**	**£26,355**

Heritage assets are defined as assets intended to be preserved in trust for future generations because of their cultural, environmental, or historical association. They are held by the council in pursuit of our overall objectives in relation to the maintenance of our local heritage. These include Civic Regalia, Artefacts, and various gifts & bequests some of which are held in the Museum and Art Gallery. These are recognised and measured, including treatment of revaluation gains and losses, in accordance with the Council's accounting policies on Property Plant and Equipment.

Heritage assets are deemed to have an indefinite life, therefore are not depreciated as the charge made would be minimal and immaterial. Nevertheless, where there is evidence of physical deterioration to a Heritage Asset, or doubts arise to its authenticity, the value of the asset has to be reviewed. Any impairment is recognised and measured in accordance with the Council's general policies on impairment.

Further Information on The Collections

The two principal collections of heritage assets held in Bury Art Museum & Sculpture Centre are:

Fine and Decorative Art – this collection consists of over 1,870 artworks including oil paintings, watercolours, prints, sculpture, and other mixed media works. Of particular interest and value are the oil painting, 'Calais Sands: Poissards Gathering Bait' and 4 watercolours by J.M.W. Turner. The collection also has significant paintings by Clausen, Landseer, Riviere, and Lady Butler. A selection of works is displayed at Bury Art Museum & Sculpture Centre and works not on display are kept in store and available to view by appointment. Images and information about paintings is available to view on the Art UK searchable website (https://www.artuk.org/visit/venues/bury-art-museum-6547) and also our own website (https://www.buryartmuseum.co.uk)

Social History – This collection consists of around 62,000 items and is of significant value as material evidence of the social history of Bury and its people. The collections relate to the area's archaeology, industrial and domestic history and include ephemera representing the everyday life of the Borough. The founding collection included natural history, geology, and ethnography. Some objects from the collections are of significant historical importance, such as a Thomas Lees long case clock, George III Spade Guineas, Sir Robert Peel's cradle, Bronze Age urns, a Roman bracelet, and coins, 2 Celtic heads, Hutchinson family furniture, African ivories, Wedgwood vases and one hundred pieces of Pilkington's Royal Lancastrian pottery.

Civic Regalia – forms part of the Social History Collection and is stored in the Strong Room.

Other Heritage Assets – Additionally, the Authority has in its care three Historic Buildings that are classed as Heritage Assets these carried in the accounts at a nominal value only and are named as the Radcliffe Tower in Radcliffe, The Dungeon in Tottington and Rodger Worthington's Grave in Hawkshaw.

16. Investment Properties

The following table identifies items of income and expense that have been accounted for in the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement.

Items accounted for in the Financing & Investment Income & Expenditure [CIES]	2024/25 £000s	2025/26 £000s
Rental Income from Investment Property	(£434)	(£606)
Direct Operating Expenses Arising from Investment Property	£23	£30
Movement in Fair Value of Investment Properties	(£987)	(£1,224)
Net (Gain)/Loss	**(£1,398)**	**(£1,799)**

There are no restrictions on the Council's ability to realise the value inherent in its investment property or on the Council's right to the remittance of income and the proceeds of disposal. The Council has no contractual obligations to purchase, construct or develop investment property or to repair, maintain or enhance it.

The following table summarises the movement in the fair value of investment properties over the year:

Movement in Fair Value of Investment Properties	2024/25 £000s	2025/26 £000s
Balance at 1 April	**£18,037**	**£19,226**
Additions in Year	£118	£155
Disposals in Year	£0	£0
Reclassifications of Assets	£84	£0
Net Gain (Loss) from Fair Value Adjustment	£987	£1,224
Balance At 31 March	**£19,226**	**£20,605**

Fair Value Hierarchy

All the Council's investment properties have been value assessed as Level 2 on the fair value hierarchy for valuation purposes (please refer to accounting policy – fair value measurement for more information) Valuation Techniques Used to Determine Level 2 Fair Values for Investment Properties.

The fair value of investment properties has been measured using a market approach, which takes into account quoted prices for similar assets in active markets, existing lease terms and rentals, research into market evidence including market rentals and yields, the covenant strength for existing tenants, and data and market knowledge gained in managing the Council's Investment Asset portfolio. Market conditions are such that similar properties are actively purchased and sold and the level of observable inputs are significant, leading to the properties being categorised as level 2 on the fair value hierarchy. There has been no change in the valuation techniques used during the year for investment properties.

Highest and Best Use

In Council's estimates the fair value of our investment properties by taking the highest and best use value of the asset at the balance sheet date.

17. Intangible Assets

The Council regards the cost of purchased software as an intangible asset, which is carried at the historical cost of purchase and amortised over it expected useful life.

Economic lives for the purposes of amortisation have been assessed at 5 and 10 years as per the Council's accounting policies.

The movement on intangible asset balances during the year is as follows:

Intangible Assets	2024/25 Software Licences £000's	2025/26 Software Licences £000's
Gross Carrying Amount	£13,404	£12,847
Accumulated Amortisation	(£8,200)	(£9,469)
Net Carrying Amount at 1 April	**£5,204**	**£3,378**
Additions	£411	£622
Amortisation in Year	(£1,758)	(£1,552)
Reclassifications/Transfers	(£479)	£187
Derecognition - Other	£0	£138
Net Carrying Amount at 31 March	**£3,378**	**£2,773**

Comprising:		
Gross Carrying Amount	£12,847	£13,656
Accumulated Amortisation	(£9,469)	(£10,883)
Net Carrying Amount at 31 March	**£3,378**	**£2,773**

18. Assets Held for Sale

This note contains assets that are held for sale and are shown as non-current assets on the balance sheet as they are expected to be sold within 1 year. In accordance with the CIPFA Code of Practice, these assets are available for immediate sale in their present condition and are being actively marketed for sale.

Assets Held for Sale	2024/25 £000s	2025/26 £000s
Balance at 1 April	**£1,088**	**£4,953**
Assets Newly Classified as Held for Sale	£0	£0
Derecognition - Disposals	(£125)	(£785)
Reclassifications & Asset Transfers	£3,990	(£3,783)
Other Movements in Cost or Valuation	£0	£0
Movements in Year	**£3,865**	**(£4,568)**
Balance as 31 March	**£4,953**	**£385**

19. Financial Instruments

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instruments of another entity. Non exchange transactions, such as those relating to taxes and government grants, do not give rise to financial instruments.

Categories of Financial Instruments
The following categories of financial instrument are carried in the Balance Sheet:

Financial Assets

Financial Assets	Non-Current				Current				Total	
	Investments		Debtors		Investments		Debtors			
	31-Mar 2025 £000s	31-Mar 2026 £000s	31-Mar 2025 £000s	31-Mar 2026 £000s	31-Mar 2025 £000s	31-Mar 2026 £000s	31-Mar 2025 £000s	31-Mar 2026 £000s	31-Mar 2025 £000s	31-Mar 2026 £000s
Amortised Cost										
Long-Term Debtor Loans	£0	£0	£69,228	£67,914	£0	£0	£0	£0	**£69,228**	**£67,914**
Investments	£0	£0	£0	£0	£20,700	£14,618	£0	£0	**£20,700**	**£14,618**
Deposits (Short Maturity) and Bank Accounts	£0	£0	£0	£0	£1,270	(£5,340)	£0	£0	**£1,270**	**(£5,340)**
Short-Term Debtors (Financial Assets)	£0	£0	£0	£0	£0	£0	£35,957	£52,389	**£35,957**	**£52,389**
Amortised Cost Total	**£0**	**£0**	**£69,228**	**£67,914**	**£21,970**	**£9,278**	**£35,957**	**£52,389**	**£127,155**	**£129,581**
Fair Value through Other Comprehensive Income - Designated Equity Instruments	£0	£0	£0	£0	£0	£0	£0	£0	**£0**	**£0**
Fair Value through Other Comprehensive Income - Other	£47,820	£41,400	£0	£0	£0	£0	£0	£0	**£47,820**	**£41,400**
Total Financial Assets	**£47,820**	**£41,400**	**£69,228**	**£67,914**	**£21,970**	**£9,278**	**£35,957**	**£52,389**	**£174,975**	**£170,981**
Long & Short-Term Debtors (Non-Financial Assets)	£0	£0	£3,507	£3,507	£0	£0	£30,016	£34,584	**£33,523**	**£38,091**
Total	**£47,820**	**£41,400**	**£72,735**	**£71,421**	**£21,970**	**£9,278**	**£65,973**	**£86,973**	**£208,498**	**£209,072**

Financial Liabilities

Financial Liabilities	Non-Current				Current				Total	
	Borrowings		Creditors		Borrowings		Creditors			
	31-Mar 2025 £000s	31-Mar 2026 £000s	31-Mar 2025 £000s	31-Mar 2026 £000s	31-Mar 2025 £000s	31-Mar 2026 £000s	31-Mar 2025 £000s	31-Mar 2026 £000s	31-Mar 2025 £000s	31-Mar 2026 £000s
Amortised Cost										
Borrowings - Temporary Loans	£0	£0	£0	£0	£0	£0	£0	£0	**£0**	**£0**
Borrowings - PWLB Loans	(£242,398)	(£298,803)	£0	£0	(£4,868)	(£7,959)	£0	£0	**(£247,266)**	**(£306,762)**
Borrowings - LOBO/Market Loans	(£28,000)	(£32,000)	£0	£0	(£20,000)	(£31,040)	£0	£0	**(£48,000)**	**(£63,040)**
Borrowings - Local Bonds	(£3)	(£3)	£0	£0	£0	£0	£0	£0	**(£3)**	**(£3)**
PFI, Finance Lease and Transferred Debt	£0	£0	(£10,361)	(£9,955)	£0	£0	(£828)	(£427)	**(£11,189)**	**(£10,382)**
Short-Term Creditors (Financial Assets)	£0	£0	£0	£0	£0	£0	(£30,442)	(£21,999)	**(£30,442)**	**(£21,999)**
Total Financial Liabilities	**(£270,401)**	**(£330,806)**	**(£10,361)**	**(£9,955)**	**(£24,868)**	**(£38,999)**	**(£31,270)**	**(£22,426)**	**(£336,900)**	**(£402,186)**
Short-Term Creditors (Non-Financial Liabilities)	£0	£0	£0	£0	£0	£0	(£15,224)	(£14,327)	**(£15,224)**	**(£14,327)**
Total	**(£270,401)**	**(£330,806)**	**(£10,361)**	**(£9,955)**	**(£24,868)**	**(£38,999)**	**(£46,494)**	**(£36,753)**	**(£352,124)**	**(£416,513)**

Investments in Equity Instruments Designated at Fair Value through other Comprehensive Income
With the introduction of IFRS 9 the Council has designated the following equity at 31 March 2026 as fair value through other comprehensive income:

Investments in Equity Instruments Designated at Fair Value through Other Comprehensive Income	Nominal £000s	Fair Value £000s	Change in Fair Value during 2025/26 £000s	Dividend 2025/26 £000s
Manchester Airport Shares	£10,214	£37,500	(£5,920)	£0
Manchester Airport Car Park (1) Limited	£5,610	£3,900	(£500)	£452
Total	**£15,824**	**£41,400**	**(£6,420)**	**£452**

The Council holds 3.22% shares in Manchester Airport Holdings Ltd, the shareholding is a strategic investment and not held for trading and therefore the Council has opted to designate it as fair value through Other Comprehensive Income. This would mean that there is no impact on the revenue budget and the decision to designate to fair value through other comprehensive income is irrevocable. Any gains or losses on the valuation of the shareholding will therefore be transferred to a Financial Instruments Revaluation Reserve.

Items of Income, Expense, Gains or Losses

The gains and losses recognised in the Comprehensive Income and Expenditure Statement in relation to financial instruments are made up as follows:

Items of Income, Expense, Gains or Losses	2024/25			2025/26		
	Surplus or Deficit on the Provision of Services £000s	Other Comprehensive Income & Expenditure £000s	Total £000s	Surplus or Deficit on the Provision of Services £000s	Other Comprehensive Income & Expenditure £000s	Total £000s
Net Gains/Losses on: Financial Assets Measured at Fair Value through Other Comprehensive Income	£0	£2,880	**£2,880**	£0	£6,420	**£6,420**
Total Net Gains/(Losses)	**£0**	**£2,880**	**£2,880**	**£0**	**£6,420**	**£6,420**
Interest Income: Financial Assets Measured at Amortised Cost	(£5,111)	£0	**(£5,111)**	(£20,872)	£0	**(£20,872)**
Other Financial Assets Measured at Fair Value through Other Comprehensive Income	(£3,158)	£0	**(£3,158)**	(£1,040)	£0	**(£1,040)**
Total interest income	**(£8,269)**	**£0**	**(£8,269)**	**(£21,912)**	**£0**	**(£21,912)**
Interest Expense	**£11,091**	**£0**	**£11,091**	**£13,661**	**£0**	**£13,661**

Fair Value of Financial Assets and Liabilities

Fair Values of Financial Assets
Some of the Council's financial assets are measured in the Balance Sheet at fair value on a recurring basis and are described in the following table, including the valuation techniques used to measure them.

Recurring Fair Value Measurements	Input Level in Fair Value Hierarchy	Valuation Technique Used to Measure Fair Value	As at 31/03/2025 Fair Value £000s	As at 31/03/2026 Fair Value £000s
Fair Value through Other Comprehensive Income				
Manchester Airport	Level 2	Earnings Based	£47,820	£41,400
Total			**£47,820**	**£41,400**

The Council holds a 3.22% share in Manchester Airport Holdings Limited (MAHL). The shares in this company are not traded in an active market; however, the fair value shown above is based on a high degree of comparability to listed company data including any movement in share prices. An earnings-based method has been employed which takes as its basis for the profitability of the company, assessing its historic earnings and arriving at a view of "maintainable" or "prospective" earnings.

The method involves the application of an EV/EBITDA multiple (Enterprise Value by Earnings before Interest, Taxes, Depreciation and Amortisation) to the maintainable or prospective earnings and draws on data from comparable quoted companies. The data is then adjusted by discount factors to allow for the fact that the shares are not publicly traded and that the Council holds a minority interest with no voting rights. These unobservable inputs have been developed using the best information about the assumptions that the market participants would use when pricing the asset.

The valuation has been made using annual audited accounts of MAHL for the financial year ending 31 March 2026. These shares are subject to annual valuation. In 2025/26, this has seen a decrease in value of (£6.420m).

Fair Values of Financial Assets and Financial Liabilities that are not measured at Fair Value

Except for the financial assets carried at fair value (described in the table above), all other financial liabilities and financial assets represented by loans and receivables and long-term debtors and creditors are carried on the Balance Sheet at amortised cost.

Their fair value can be assessed by calculating the present value of the cash flows that take place over the remaining life of the instruments (Level 2) using the following assumptions:

- For loans from the Public Works Loan Board (PWLB) payable, borrowing rates from the PWLB have been applied to provide the fair value under PWLB debt redemption procedures.
- For non-PWLB loans payable, prevailing market rates have been applied to provide the fair value under PWLB debt redemption procedures;
- For loans receivable prevailing benchmark market rates have been used to provide the fair value;
- No early repayment or impairment is recognised;
- Where an instrument has a maturity of less than 12 months or is a trade or other receivable the fair value is taken to be carrying amount or the billed amount.

The fair values are calculated as follows:

The Fair Values of Financial Liabilities that are Not Measured at Fair Value	31 March 2025		31 March 2026	
	Carrying Amount £000s	Fair Value £000s	Carrying Amount £000s	Fair Value £000s
Temporary Loans	£0	£0	£0	£0
PWLB Loans	(£247,266)	(£217,927)	(£306,762)	(£298,606)
LOBO/Market Loans	(£48,000)	(£48,474)	(£63,040)	(£58,203)
Local Bonds	(£3)	(£3)	(£3)	(£3)
PFI, Finance Lease and Transferred Debt	(£11,189)	(£11,189)	(£10,382)	(£10,382)
Short-Term Creditors (Financial Assets)	(£30,442)	(£30,442)	(£21,999)	(£21,999)
Financial liabilities	**(£336,900)**	**(£308,035)**	**(£402,186)**	**(£389,193)**

The fair value of the liabilities is lower than the carrying amount because the Council's portfolio of loans includes a number of fixed rate loans where the interest rate payable is lower than the rates available for similar loans at the Balance Sheet date. This shows a notional future gain (based on economic conditions at 31 March 2026) arising from a commitment to pay interest to lenders below current market rates.

The Fair Values of Financial Assets that are Not Measured at Fair Value	31 March 2025		31 March 2026	
	Carrying Amount £000s	Fair Value £000s	Carrying Amount £000s	Fair Value £000s
Long-Term Debtor Loans	£69,228	£77,435	£67,914	£78,290
Investments	£20,700	£20,720	£14,618	£14,619
Deposits (Short Maturity) and Bank Accounts	£1,270	£1,270	(£5,340)	(£5,340)
Short-Term Debtors (Financial Assets)	£35,957	£35,957	£52,389	£52,389
Financial Assets	**£127,155**	**£135,382**	**£129,581**	**£139,958**

Short-term debtors and creditors are carried at cost as this is a fair approximation of their value.

Fair Value hierarchy for Financial Assets and Financial Liabilities that are not measured at Fair Value

Recurring Fair Value Measurements Using:	Other Significant Observable Inputs (Level 2)	Other Significant Observable Inputs (Level 2)
	31 March 2025 £000s	31 March 2026 £000s
Financial Liabilities		
PWLB Loans	(£217,927)	(£298,606)
LOBO/Market Loans	(£48,474)	(£58,203)
Total	**(£266,401)**	**(£356,809)**
Financial Assets		
Investments	£20,720	£14,619
Long-Term Debtor Loans	£66,586	£67,325
Total	**£87,306**	**£81,944**

The fair value for financial liabilities and financial assets that are not measured at fair value included in Level 2 in the table above have been arrived at using a discounted cash flow analysis with the most significant inputs being the discount rate detailed.

20. Nature and Extent of Risks Arising from Financial Instruments

The Council's activities expose it to a variety of financial risks. The key risks are:

- **Credit risk** – the possibility that other parties might fail to pay amounts due to the Council;
- **Liquidity risk** – the possibility that the Council might not have funds available to meet its commitments to make payments;
- **Re-financing risk** – the possibility that the Council might be requiring to renew a financial instrument on maturity at disadvantageous interest rates or terms; and
- **Market risk** – the possibility that financial loss might arise for the Council as a result of changes in such measures as interest rates or stock market movements.

Overall Procedures for Managing Risk
The Council's management of treasury risks actively works to minimise the Council's exposure to the unpredictability of financial markets and to protect the financial resources available to fund services. The Council has fully adopted CIPFA's Code of Treasury Management Practices and has written principles for overall risk management as well as written policies and procedures covering specific areas such as credit risk, liquidity risk and market risk.

Credit Risk
Credit risk arises from deposits with banks and financial institutions, as well as credit exposures to the Council's customers.

This risk is minimised through the Annual Treasury Management Strategy, which requires that deposits are not made with financial institutions unless they meet identified minimum credit criteria, in accordance with the Fitch, Moody's and Standard & Poor's Credit ratings Services. The Annual Investment Strategy also considers maximum amounts and time limits with a financial institution.

This Council used the creditworthiness service provided by Arlingclose throughout 2025/26. This service uses a sophisticated modelling approach with credit ratings from all three rating agencies, forming the core element. However, it does not rely solely on the current credit ratings of counterparties but also uses the following as overlays:

- Credit watches and credit outlooks from credit rating agencies;
- Credit Default Swap spreads to give early warning of likely changes in credit ratings; and
- Sovereign ratings to select counterparties from only the most creditworthy countries.

The full Investment Strategy for 2025/26 was approved by Council on 19 February 2025 and is available on the Council's website.

Customers for goods and services are assessed, taking into account their financial position, past experience and other factors, with individual credit limits being set in accordance with individual credit limits being set in accordance with parameters set by the Council.

The council has a total of £14.6m deposits with a number of financial institutions as 31 March 2026. The Council's maximum exposure to credit risk in relation to this amount cannot be assessed generally as the risk of any institution failing to make interest payments or repay the principal sum will be specific to each individual institution. Recent experience has shown that it is rare for such entities to be unable to meet their commitments. A risk of irrecoverability applies to all the Council's deposits, but there was no evidence at the 31 March 2026 that this was likely to crystallise.

The Council does not generally invest in quoted equity shares where there is an active market. It does have a shareholding valued at £41.4m in the Manchester Airport Group. The Council is therefore exposed to the risk of a loss in the valuation of its investments arising as a result of poor performance by the Group. The Council would not normally attempt to spread its risk by diversifying its portfolio.

Expected Credit Loss Model

The Council recognises expected credit losses on all its financial assets held at amortised cost (or where relevant FVOCI), either on a 12-month or lifetime basis. The expected credit loss model also applies to lease receivables and contract assets.

Impairment losses are calculated to reflect the expectation that the future cash flows might not take place because the borrower could default on their obligations. Credit risk plays a crucial part in assessing losses. Where risk has increased significantly since an instrument was initially recognised, losses are assessed on a lifetime basis. Where risk has not increased significantly or remains low, losses are assessed on the basis of 12-month expected losses.

We have assessed the Council's investments and concluded that the expected credit loss is not material therefore no allowances have been made.

Only lifetime expected credit losses (simplified approach) have been recognised for trade receivables (debtors) held by the Council.

Loss Allowance by Asset Class (Amortised Cost)	**Amounts at 31 March 2026 £000s**	**Lifetime Expected Credit Losses: Simplified Approach %**	**Loss Allowance Opening Balance £000s**	**Amounts Written Off £000s**	**Changes in Models/Risk Parameters £000s**	**Loss Allowance Closing Balance £000s**
Short-Term Debtors (Financial Assets)	£52,389	20.39%	**(£9,518)**	£102	(£1,267)	**(£10,683)**
Total	**£52,389**		**(£9,518)**	**£102**	**(£1,267)**	**(£10,683)**

Loss Allowance by Asset Class (Amortised Cost)	**Amounts at 31 March 2025 £000s**	**Lifetime Expected Credit Losses: Simplified Approach %**	**Loss Allowance Opening Balance £000s**	**Amounts Written Off £000s**	**Changes in Models/Risk Parameters £000s**	**Loss Allowance Closing Balance £000s**
Short-Term Debtors (Financial Assets)	£35,957	26.47%	**(£6,445)**	£77	(£3,150)	**(£9,518)**
Total	**£35,957**		**(£6,445)**	**£77**	**(£3,150)**	**(£9,518)**

No credit limits were exceeded during the reporting period and the Council does not expect any losses from non-performance by any of its counterparties in relation to deposits and bonds.

The Council does not generally allow extended credit for customers, but some of the current balances is past its due date for payment. The past due but not impaired amount can be analysed by age as follows:

Aged Debt Analysis - Past Due but Not Impaired	**31 March 2025 £000s**	**31 March 2026 £000s**
Less than one month	£8,343	£12,365
Two to three months	£809	£4,633
Four months to one year	£1,286	£3,015
More than one year	£3,137	£2,783
Total	**£13,575**	**£22,796**

Liquidity Risk
The Council manages its liquidity position through the risk management procedures above (the setting and approval of prudential indicators and the approval of the treasury and investment strategy reports), as well as through a comprehensive cash flow management system, as required by the CIPFA Code of Practice. This seeks to ensure that cash is available when needed.

The Council has ready access to borrowings from the money markets to cover any day-to-day cash flow need, and the PWLB and money markets for access to longer term funds. The Council is also required to provide a balanced budget through the Local Government Finance Act 1992, which ensures sufficient monies are raised to cover annual expenditure. There is therefore no significant risk that it will be unable to raise finance to meet its commitments under financial instruments.

The maturity analysis of financial assets is as follows:

Maturity Analysis of Financial Assets	31 March 2025 £000s	31 March 2026 £000s
Less than 1 year	£57,927	£61,667
Between 1 and 2 years	£0	£0
Between 2 and 3 years	£0	£0
More than 3 years	£69,228	£67,914
Total	**£127,155**	**£129,581**

Refinancing and Maturity Risk
The Council maintains a significant debt and investment portfolio. Whilst the cash flow procedures above are considered against the refinancing risk procedures, longer-term risk to the Council relates to managing the exposure to replacing financial instruments as they mature. This risk relates to both the maturing of longer-term financial liabilities and longer-term financial assets.

The approved treasury indicator limits for the maturity structure of debt and the limits placed on investments placed for greater than one year in duration are the key parameters used to address this risk. The Council approved treasury and investment strategies address the main risks and the central treasury team address the operational risks within the approved parameters.

This includes:
- Monitoring the maturity profile of financial liabilities and amending the profile through either new borrowing or the rescheduling of the existing debt; and
- Monitoring the maturity profile of investments to ensure sufficient liquidity is available for the Council's day-to-day (daily) cash flow needs, and the spread of longer-term investments provide stability of maturities and returns in relation to the longer-term cash flow needs.

The maturity analysis of financial liabilities is as follows:

Maturity Analysis of Financial Liabilities	31 March 2025 £000s	31 March 2026 £000s
Less than 1 year	(£56,155)	(£41,515)
1 - 2 years	(£31,301)	(£114,595)
2 - 5 years	(£32,534)	(£65,567)
5 - 10 years	(£86,044)	(£111,987)
More than 10 years	(£130,866)	(£68,521)
Total	**(£336,900)**	**(£402,186)**

Of the £5m of Lender Option Borrower Option (LOBO) loans, all loans mature in more than 10 years (the average maturity time being 52.1 years).

The terms of the LOBO state that loans could be recalled within 12 months; this occurred during 2025/26 for one loan totalling £8m, that were repaid during the financial year. However, for the one remaining loan totalling £5m, we have taken the decision to disclose this as long-term liabilities as they are very likely to be on our balance sheet for a period of greater than 12 months and so the classification of long-term creditors provides the most realistic status of these loans to the users of the accounts.

Market Risk
The Council is exposed to market risk in terms of its exposure that the value of an instrument will fluctuate because of changes in:

- Interest rate risk;
- Price risk; and
- Foreign Exchange rate risk

Interest Rate Risk
The Council is exposed to interest rate movements on its borrowings and investments. Movements in interest rates have a complex impact on the Council, depending on how variable and fixed interest rates move across differing financial instrument periods. For instance, a rise in variable and fixed interest rates would have the following effects:

- Borrowings at variable rates – the interest expense charged to the Comprehensive Income and Expenditure Statement will rise;
- Borrowings at fixed rates – the fair value of the borrowing will fall (no impact on revenue balances);
- Investments at variable rates – the interest income credited to the Comprehensive Income and Expenditure Statement will rise; and
- Investments at fixed rates – the fair value of the assets will fall (no impact on revenue balances).

Borrowings are not carried at fair value on the balance sheet, so nominal gains and losses on fixed rate borrowings would not impact on the Surplus or Deficit on the Provision of Services or Other Comprehensive Income and Expenditure. However, changes in interest payable and receivable on variable rate borrowings and investments will be posted to the Surplus or Deficit on the Provision of Services and affect the General Fund Balance. Movements in the fair value of fixed rate investments that have a quoted market price will be reflected in the Other Comprehensive Income and Expenditure Statement.

The Council has a number of strategies for managing interest rate risk. The Annual Treasury Management Strategy draws together Council's prudential and treasury indicators and its expected treasury operations, including an expectation of interest rate movements. From this Strategy a treasury indicator is set which provides maximum limits for fixed and variable interest rate exposure. The central treasury team will monitor market and forecast interest rates within the year to adjust exposures appropriately. For instance, during periods of falling interest rates, and where economic circumstances make it favourable, fixed rate investments may be taken for longer periods to secure better long-term returns, similarly the drawing of longer-term fixed rates borrowing would be postponed.

According to this investment strategy, at 31 March 2026, if all interest rates had been 1% higher (with all other variables held constant) the financial effect would be:

Interest Rate Risk	**£000s**
Increase in Interest Payable on Variable Rate Borrowings	£301
Increase in Interest Receivable on Variable Rate Investments	£146
Impact on Surplus or Deficit on the Provision of Services	**£447**
Decrease in Fair Value of Fixed Rate Investment Assets	£0
Impact on Other Comprehensive Income and Expenditure	**£0**
Decrease in Fair Value of Fixed Rate Borrowing Liabilities (no impact on the Surplus or Deficit on the Provision of Services or Other Comprehensive Income and Expenditure)	£17,969

The approximate impact of a 1% fall in interest rates would be as above but with the movements being reversed. These assumptions are based on the same methodology as used in the Note – Fair value of Assets and Liabilities carried at Amortised Cost.

Price Risk
The Council does not generally invest in equity shares but does have shareholdings to the value of £41.4m in local industry. Whilst these holdings are generally illiquid, the Council is exposed to losses arising from movements in the price of the shares.

As the shareholdings have arisen in the acquisition of specific interests, the Council is not in a position to limit its exposure to price movements by diversifying its portfolio. Instead, it only acquires shareholdings in return for "open book" arrangements with the company concerned so that the Council can monitor factors that might cause a fall in the value of specific shareholdings.

Of the shares mentioned above, £41.4m has been elected as Fair Value through Other Comprehensive Income, meaning that all movements in price will impact on gains and losses recognised in the Financial Instruments Revaluation Reserve. A general shift of 5% in the general price of shares (positive or negative) would thus have resulted in a £2.07m gain or loss being recognised in the Financial Instruments Revaluation Reserve.

Foreign Exchange Risk
The Council has no financial assets or liabilities denominated in foreign currencies and thus has no exposure to loss arising from movements in exchange rates.

21. Analysis of Long and Short-Term Debtors

Analysis of Short-Term Debtors	**2024/25 £000s**	**2025/26 £000s**
Gross Trade Receivables	£41,289	£57,827
less Trade Receivables Impairment Allowance	(£7,043)	(£8,212)
Net Trade Receivables	**£34,245**	**£49,615**
Payments in Advance	**£4,072**	**£6,401**
Related Parties	**£1,436**	**£2,426**
Gross NNDR Payers	£12,258	£12,306
less NNDR Payers Impairment Allowance	(£7,521)	(£7,947)
Net NNDR Payers	**£4,737**	**£4,359**
Gross Council Tax Payers	£23,156	£26,301
less Council Tax Payers Impairment Allowance	(£14,923)	(£17,159)
Net Council Tax Payers	**£8,234**	**£9,142**
Collection Fund Preceptors	**£926**	**£1,775**
Gross Housing Benefit	£4,971	£4,833
less Housing Benefit Impairment Allowance	(£1,159)	(£1,028)
Net Housing Benefit	**£3,812**	**£3,805**
Gross Housing Rent	£2,750	£2,818
less Housing Rent Impairment Allowance	(£2,475)	(£2,470)
Net Housing Rent	**£276**	**£348**
Other Receivables	**£8,236**	**£9,102**
Total	**£65,974**	**£86,973**

Analysis of Long-Term Debtors	2024/25 £000s	2025/26 £000s
Manchester Airport Loan	£29,366	£29,366
Manchester Airport Loan Interest	£8,262	£7,129
Bury MBC Townside Fields Loan	£7,257	£7,257
Six Town Housing Loan	£2,797	£2,621
Bury Bruntwood (Millgate) LLP Loan	£20,349	£20,349
The Prestwich Regeneration (LLP) Loan	£1,127	£1,127
Debt Managed for Probation Services	£11	£11
Other Loan Accounts	£60	£57
Capital Debtors	£3,507	£3,507
Total	**£72,735**	**£71,422**

22. Cash and Cash Equivalents

Cash and Cash Equivalents	2024/25 £000s	2025/26 £000s
Cash held by the Authority	£17	£16
School Bank Accounts	(£310)	£184
Bank Call Accounts	£0	£0
Bank	£1,580	(£5,524)
Total	**£1,287**	**(£5,324)**

23. Analysis of Creditors

Analysis of Short-Term Creditors	2024/25 £000s	2025/26 £000s
Trade Payables	(£24,494)	(£16,069)
Receipts in Advance	(£1,373)	(£1,731)
Related Party Payables	(£1,033)	(£823)
NNDR Payers	(£4,415)	(£4,303)
Council Tax Payers	(£2,387)	(£2,410)
Deposits and Client Funds	(£119)	(£119)
Leases	(£828)	(£427)
Other Payables	(£11,846)	(£10,870)
Total	**(£46,493)**	**(£36,753)**

24. Long and Short-Term Provisions

Provisions are amounts set aside by the Council to meet the cost of a future liability, for which the timing of the payment is uncertain. The amounts represent the best estimate of that liability where an exact cost is not able to be determined. In line with the Code of Practice, the provision is charged to service revenue accounts in the year it is established. When the liability falls due, the costs are charged directly to the provision.

Short-Term Provisions	Business Rates Appeals Provision £000s	Insurance Provision £000s	Other Provisions £000s	Total £000s
Balance at 1 April 2025	**(£1,205)**	**(£1,475)**	**(£150)**	**(£2,830)**
Additional Provisions Made In-Year	£0	(£2,732)	£0	**(£2,732)**
Amounts Used In-Year	£0	£2,776	(£0)	**£2,776**
Unused Amounts Reversed In-Year	£0	£0	£0	**£0**
Transfers between Short & Long-term	(£1,265)	£0	£0	**(£1,265)**
Balance at 31 March 2026	**(£2,470)**	**(£1,432)**	**(£150)**	**(£4,051)**

Long-Term Provisions	Business Rates Appeals Provision £000s	Insurance Provision £000s	Other Provisions £000s	Total £000s
Balance at 1 April 2025	**(£4,405)**	**(£3,083)**	**(£989)**	**(£8,478)**
Additional Provisions Made In-Year	£0	(£1,344)	(£80)	**(£1,424)**
Amounts Used In-Year	£0	£0	£0	**£0**
Unused Amounts Reversed In-Year	£335	£0	£0	**£335**
Transfers between Short & Long-term	£1,265	£0	£0	**£1,265**
Balance at 31 March 2026	**(£2,806)**	**(£4,428)**	**(£1,069)**	**(£8,303)**

Business Rates Provision – Provision for potential backdated liability of refunding Business Rates payers as a result of reductions in Rateable Values, following successful appeals or alterations to Valuation lists.

Insurance Provision – Provision for outstanding claims relating to 31 March 2026 and before, where there are potential settlement costs attributable to the Council.

Other Provisions - This is the total of all other amounts set aside as provisions that are individually insignificant.

25. Usable Reserves

Movements in the Council's usable reserves are detailed in the Movement in Reserves Statement and Note 9 Movement in Earmarked Reserves.

26. Unusable Reserve

Summary of Unusable Reserves:

Reserve	2024/25 £000s	2025/26 £000s
Revaluation Reserve	(£230,617)	(£223,298)
Capital Adjustment Account	(£227,636)	(£235,348)
Deferred Capital Receipts	(£3,506)	(£3,506)
Financial Instruments Revaluation Reserve	(£31,996)	(£25,576)
Financial Instruments Adjustment Reserve	£262	(£13,633)
Collection fund Adjustment Account	(£539)	£1,793
Accumulated Absences	£2,887	£2,680
DSG Adjustment Account	£19,041	£20,285
Pension Reserve	£0	£0
Balance at 31st March	**(£472,103)**	**(£476,603)**

Revaluation Reserve

The Revaluation Reserve contains the gains made by the Council arising from increases in the value of its Property, Plant and Equipment. The balance is reduced when assets with accumulated gains are:

- revalued downwards or impaired and the gains are lost;
- used in the provision of services and the gains are consumed through depreciation; and
- disposed of and gains are realised.

The reserve contains only revaluation gains accumulated since 1 April 2007, the date that the Reserve was created. Accumulated gains arising before that date are consolidated into the balance on the Capital Adjustment Account.

Revaluation Reserve	2024/25 £000s	2025/26 £000s
Balance at 1 April	**(£149,876)**	**(£230,617)**
Upward Revaluation of Assets	(£97,487)	(£36,135)
Downward Revaluation of Assets and Impairment Losses Not Charged to the (Surplus)/Deficit on the Provision of Services	£2,523	£26,935
(Surplus) or Deficit on Revaluation of Non-Current Assets not Posted to the (Surplus) or Deficit on the Provision of Services	**(£94,964)**	**(£9,200)**
Difference between Fair Value Depreciation and Historical Cost Depreciation	£4,148	£2,796
Accumulated Gains on Assets Sold or Scrapped	£10,075	£13,723
Amount Written off to the Capital Adjustment Account	**£14,223**	**£16,519**
Balance at 31 March	**(£230,617)**	**(£223,298)**

Capital Adjustment Account

The Capital Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for the consumption of non-current assets and for financing the acquisition, construction, or enhancement element of those assets under statutory provisions. The account is debited with the cost of acquisition, construction or enhancement as depreciation, impairment losses and amortisations are charged to the Comprehensive Income and Expenditure Statement (with reconciling postings from the Revaluation Reserve to convert fair value figures to a historical cost basis). The Account is credited with the amounts set aside by the Council to finance for the costs of acquisition, construction, and enhancement.

The Account contains accumulated gains and losses on Investment Properties and gains recognised on donated assets that have yet to be consumed by the Council. The Account also contains revaluation gains accumulated on Property, Plant and Equipment before April 2007, the date that the Revaluation Reserve was created to hold such gains.

Note 8 provides details of the source of all the transactions posted to the Account, apart from those involving the Revaluation Reserve.

Capital Adjustment Account	**2024/25 £000s**	**2025/26 £000s**
Balance at 1 April	**(£232,343)**	**(£227,637)**
Reversal of Items Relating to Capital Expenditure Debited or Credited to the Comprehensive Income and Expenditure Statement:		
Charges for Depreciation and Impairment of Non-Current Assets	£22,259	£21,512
Revaluation Losses on Property, Plant and Equipment	£2,939	£3,841
Amortisation of Intangible Assets	£1,758	£1,552
Revenue Expenditure Funded from Capital Under Statute	£4,431	£7,299
Amounts of Non-Current Assets Written-off on Disposal or Sale as Part of the (Gain)/Loss on Disposal to the Comprehensive Income and Expenditure Statement	£41,285	£31,181
Sub-total	**£72,672**	**£65,384**
Adjusting Amounts Written-out of the Revaluation Reserve	(£14,223)	(£16,519)
Net Written-out Amount of the Cost of Non-Current Assets Consumed in the Year	**£58,449**	**£48,865**
Capital financing applied in the year:		
Use of the Capital Receipts reserve to finance new capital expenditure	(£7,740)	(£9,555)
Use of the Major Repairs Reserve to finance new capital expenditure	(£7,401)	(£8,072)
Capital grants and contributions credited to the Comprehensive Income and Expenditure Statement that have been applied to capital financing	(£28,259)	(£23,235)
Application of grants to capital financing from the Capital Grants Unapplied Account	(£4,981)	(£10,295)
Statutory provision for the financing of capital investment charged against the General Fund and HRA balances	(£4,045)	(£4,186)
Capital expenditure charged against the General Fund and HRA balances	(£329)	(£10)
Sub-total	**(£52,756)**	**(£55,353)**
Movements in the market value of investment properties debited or credited to the Comprehensive Income and Expenditure Statement	(£987)	(£1,224)
Repayment of Long-Term Debtors	£0	£0
Balance at 31 March	**(£227,637)**	**(£235,348)**

Deferred Capital Receipts

The Deferred Capital Receipts Reserve holds the gains recognised on the disposal of non-current assets for which cash settlement has yet to take place. Under statutory arrangements the Council does not treat these gains as usable for financing new capital expenditure until they are backed by cash receipts. When the deferred cash settlement eventually takes place, amounts are transferred to the Capital Receipts Reserve.

Financial Instrument Revaluation Account

The Financial Instruments Revaluation Reserve contains the gains made by the Council arising from increases in the value of its investments that are measured at fair value through other comprehensive income. The balance is reduced when investments with accumulated gains are:

- revalued downwards or impaired and the gains are lost; and
- disposed of and the gains are realised.

Financial Instruments Revaluation Reserve	**2024/25 £000s**	**2025/26 £000s**
Balance at 1st April	**(£34,876)**	**(£31,996)**
Downward Revaluation of Investments	£2,880	£6,420
Balance at 31st March	**(£31,996)**	**(£25,576)**

Financial Instrument Adjustment Account

The Financial Instrument Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for income and expenditure relating to certain financial instruments and for bearing losses or benefitting from gains per statutory provisions.

The Council uses the Account to manage premiums paid and discounts received on the early redemption of loans. Premiums are debited and discounts are credited to the Comprehensive Income and Expenditure Statement when they are incurred but reversed out of the General Fund Balance to the Account in the Movement in Reserves Statement. Over time, the net expense is posted back to the General Fund balance in accordance with statutory arrangements for spreading the burden on Council Tax payers. In the Council's case this period is the unexpired term that was outstanding on loans when they were redeemed.

Financial Instrument Adjustment Account	2024/25 £000s	2025/26 £000s
Balance at 1 April	**£265**	**£262**
Discounts Incurred in the Year and Charged to the Comprehensive Income and Expenditure Statement	£0	(£13,893)
Proportion of Premiums Incurred in Previous Financial Years to be Charged Against the General Fund Balance in Accordance with Statutory Requirements	(£2)	(£2)
Balance at 31 March	**£262**	**(£13,633)**

Collection Fund Adjustment Account

The Collection Fund Adjustment Account manages the differences arising from the recognition of Council Tax and Business Rates income in the Comprehensive Income and Expenditure Statement as it falls due from Council Tax and Business Rate payers compared with the statutory arrangements for paying across amounts to the General Fund from the Collection Fund.

Collection Fund Adjustment Account	2024/25 £000s	2025/26 £000s
Balance at 1 April	**£5,506**	**(£539)**
Amount by Which Council Tax and Non-Domestic Rate Income Credited to the Comprehensive Income and Expenditure Statement is Different from Council Tax and Non-Domestic Rate Income Calculated for the Year in Accordance with Statutory Requirements	(£6,045)	£2,332
Balance at 31 March	**(£539)**	**£1,793**

Accumulated Absences

The Accumulated Absences Account absorbs the differences that would otherwise arise on the General Fund Balance from accruing for compensated absences earned but not taken in the year, e.g. annual leave entitlement carried forward at 31 March. Statutory arrangements require that the impact on the General Fund Balance is neutralised by transfers to or from the Account.

Accumulative Absences	2024/25 £000s	2025/26 £000s
Balance at 1 April	**£2,525**	**£2,887**
Settlement or Cancellation of Accrual Made at the End of the Preceding Year	(£2,525)	(£2,887)
Amounts Accrued at the End of the Current Year	£2,887	£2,680
Amount by Which Officer Remuneration Charged to the Comprehensive Income and Expenditure Statement on an Accruals Basis is Different from Remuneration Chargeable in the Year in Accordance with Statutory Requirements	£362	(£207)
Balance at 31 March	**£2,887**	**£2,680**

Dedicated Schools Grant (DSG) Adjustment Account

The Dedicated Schools Grant adjustment account holds accumulated deficits relating to the schools budget. Where the authority has incurred a deficit on its schools budget in years beginning 1 April 2020 ending 31 March 2028, the Local Authorities (Capital Finance and Accounting) Regulations do not allow for such amounts to be included in the General Fund and instead must be held in this adjustment account.

Dedicated Schools Grant (DSG) Adjustment Account	2024/25 £000s	2025/26 £000s
Balance at 1 April	**£18,459**	**£19,041**
School Budget Deficit Transferred from General Fund in Accordance with Statutory Requirements	£582	£1,244
Balance at 31 March	**£19,041**	**£20,285**

Pension Reserve

The Pensions Reserve absorbs the timing differences arising from the different arrangements for accounting for post-employment benefits and for funding benefits in accordance with statutory provisions. The Council accounts for post-employment benefits in the Comprehensive Income and Expenditure Statement as the benefits are earned by employees accruing years of service, updating the liabilities recognised to reflect inflation, changing assumptions and investment returns on any resources set aside to meet the costs. However, statutory arrangements require benefits earned to be financed as the Council makes employer's contributions to pension funds or eventually pays any pension for which it is directly responsible.

For further details on the effect of the asset ceiling that has resulted in a nil balance on the Pensions Reserve in 2024/25, please see Note 38.

Pension Reserve	2024/25 £000s	2025/26 £000s
Balance at 1 April	**£0**	**£0**
Remeasurements of the Net Defined Benefit Liability/(Asset)	(£122,385)	£15,434
Asset Ceiling Adjustment	£129,714	£6,049
Reversal of Items Relating to Retirement Benefits Debited or Credited to the (Surplus) or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement	£12,121	(£588)
Employer's Pension Contributions and Direct Payments to Pensioners Payable in the Year	(£19,450)	(£20,895)
Balance at 31 March	**£0**	**£0**

27. <u>Cash Flow Statement Notes</u>

Operating Activities

The cash flows for Operating Activities include the following items:

Operating Activities	2024/25 £000s	2025/26 £000s
Interest Received	(£5,313)	(£5,235)
Interest Paid	£10,806	£7,111
Dividends Received	(£3,158)	(£1,040)

The surplus or deficit on the provision of services has been adjusted for the following non-cash movements:

Non-Cash Movements	2024/25 £000s	2025/26 £000s
Depreciation	(£22,259)	(£21,511)
Impairment and Downward Valuations	(£2,939)	(£3,841)
Amortisation	(£1,758)	(£1,552)
Increase/(Decrease) in Impairment for Credit Losses	(£4,077)	(£3,696)
Increase/(Decrease) in Creditors	(£2,347)	£3,688
(Increase)/Decrease in Debtors	£2,071	£24,340
(Increase)/Decrease in Inventories	£331	(£90)
Movement in Pension Liability	£7,332	£21,483
Carrying Amount of Non-current Assets and Non-current Assets Held for Sale, Sold or Derecognised	(£41,285)	(£31,181)
Other Non-cash Items Charged to the Net (Surplus) or Deficit on the Provision of Services:		
(Increase)/Decrease in Provisions	(£1,314)	(£1,046)
Movements in the Value of Investment Properties	£987	£1,224
(Increase)/Decrease in Accumulated Absences	(£362)	£207
	(£65,621)	**(£11,977)**

The surplus or deficit on the provision of services has been adjusted for the following items that are investing and financing activities:

Investing or Financing Activities	2024/25 £000s	2025/26 £000s
Proceeds from Short-term (not considered to be cash equivalents) and Long-term Investments (includes investments in associates, joint ventures and subsidiaries)	£0	£0
Proceeds from the Sale of Property, Plant and Equipment, Investment Property and Intangible Assets	£5,854	£8,431
Capital Grants credited to surplus or deficit on the provision of services	£33,962	£36,487
	£39,816	**£44,918**

Investing Activities

Cash Flow Statement - Investing Activities	2024/25 £000s	2025/26 £000s
Purchase of Property, Plant and Equipment, Investment Property and Intangible Assets	£67,584	£94,528
Purchase of Short-term and Long-term Investments	£487,489	£842,787
Other Payments for Investing Activities	£498	£0
Proceeds from the Sale of Property, Plant and Equipment, Investment Property and Intangible Assets	(£5,854)	(£8,431)
Proceeds from Short-term and Long-term Investments	(£474,789)	(£848,869)
Proceeds from Other Long Term Loans	(£370)	(£1,313)
Other receipts from Investing activities	(£34,113)	(£27,533)
Net Cash Flows from Investing Activities	**£40,445**	**£51,170**

Financing Activities

Cash Flow Statement - Financing Activities	2024/25 £000s	2025/26 £000s
Cash (Receipts) of Short-Term and Long-Term Borrowing	(£98,000)	(£207,176)
Repayments of Short-Term and Long-Term Borrowing	£65,431	£121,334
Cash Payments for the Reduction of Outstanding Liabilities Relating to Finance Leases and on-Balance Sheet PFI Contracts	(£11,173)	£807
Discount/Premium on Early Repayment of Debt	£0	£15,437
Billing Authority Collection Fund Adjustments	£128	£849
Net Cash Flows from Financing Activities	**(£43,614)**	**(£68,749)**

Reconciliation of Liabilities Arising from Financing Activities

			Non-Cash Changes		
Liabilities from Financing Activities	**Balance at 1 April 2025 £000s**	**Financing Cash Flows £000s**	**Acquisition £000s**	**Other £000s**	**Balance at 31 March 2026 £000s**
Long-term Borrowings	(£270,401)	(£60,405)	£0	£0	**(£330,806)**
Long-term Borrowings Other	(£12)	£0	£0	£0	**(£12)**
Short-term Borrowings	(£24,868)	(£10,000)	£0	(£4,131)	**(£38,999)**
Lease Liabilities	(£11,177)	£807	£0	£0	**(£10,370)**
Total Liabilities from Financing Activities	**(£306,458)**	**(£69,598)**	**£0**	**(£4,131)**	**(£380,187)**

			Non-Cash Changes		
Liabilities from Financing Activities	**Balance at 1 April 2024 £000s**	**Financing Cash Flows £000s**	**Acquisition £000s**	**Other £000s**	**Balance at 31 March 2025 £000s**
Long-term Borrowings	(£223,005)	(£12,830)	£0	(£34,566)	**(£270,401)**
Long-term Borrowings Other	(£12)	£0	£0	£0	**(£12)**
Short-term Borrowings	(£42,185)	(£19,739)	£0	£37,057	**(£24,868)**
Lease Liabilities	(£4)	(£11,173)	£0	£0	**(£11,177)**
Total Liabilities from Financing Activities	**(£265,207)**	**(£43,742)**	**£0**	**£2,491**	**(£306,458)**

28. <u>Pooled Funds</u>

Section 75 of the National Health Service Act 2006 allowed joint working arrangements between NHS organisations and local authorities. Pooled funds enable these bodies to work collaboratively to address specific local health issues.

The Clinical Commissioning Group (CCG) ceased to exist as a legal entity from the 1st of July 2022 with NHS Greater Manchester Integrated Care (NHS GM) being the successor entity from the 1st of July 2022. On this basis, NHS GM will be a party to the S75 with the Council moving forward.

The pooling of budgets between the two organisations, Bury Council and NHS GM, is in line with NHSE guidelines to progress integration of Adult Social Care and Health and is in accordance with the decision made by Cabinet.

Bury Council and NHS GM have worked together to support health and social care integration within the locality. From 1 October 2019 the Integrated Commissioning Fund (ICF) includes the total revenue budget allocations of both the Council and NHS GM (previously CCG).

The single fund is overseen by The Bury Integrated Care Partnership Locality Board whose membership includes equal representation from the NHS GM and the Council.

The ICF supports the 4 strategic priorities of the Bury Locality Plan:

- **Building new relationships:** We will enable a radical shift in both the relationship between local people and public services, and the way in which public services work together towards a common set of outcomes.
- **Staying well for longer:** We will support local people to remain well for longer by systematically tackling the causes of illness, radically up-scaling prevention, and implementing a whole system wellness and wellbeing programme.
- **Reducing failure demand:** We will identify and remove the demand that exists in most Public Service systems that occur as a result of the way in which services are delivered and the way in which organisations work together within the system.
- **Tackling wider determinants of health**: We will make a concerted system-wide effort to tackle the wider determinants which impact upon the health and wellbeing of local people such as deprivation, work and skills, housing, education, and the environment.

The ICF is made up of 3 component sections:

- **Section 75 Pooled Budget**: Decisions on the utilisation of this budget are delegated to the Strategic Commissioning Board (SCB).
- **Aligned Services Budget**: For services that cannot be pooled under Section 75 legislation, or the Council and NHS GM have agreed are not yet in a position to pool. Recommendations on the utilisation of this budget are made by the SCB with decisions taken by the appropriate sovereign organisation.
- **In View Services Budget:** For services that are influenced but not directly commissioned by the partners. Decisions on the utilisation of in-view budgets are made by committees/bodies outside of Bury and are shared for information purposes only.

2025/26 Integrated Commissioning Fund Contributions and Costs

Table 1 below summarises the 2025/26 Integrated Commissioning Fund contribution and costs and any net (surplus)/deficit. In 2025/26 there is a £6.211m deficit arising on the Pooled budget.
The Council deficit of £3.016m is driven by demand pressures within the Care in the community budget. The £3.195m ICB deficit is driven by pressures in the Complex Care budgets.

Table 1

Integrated Commissioning Fund incorporating the Better Care Fund and Improved Better Care Fund	**2024/25 £000s**	**2025/26 £000s**
Integrated Commissioning Fund Contribution		
Bury Council (Note 1)	(£136,242)	(£143,129)
NHS GM Bury Locality	(£71,129)	(£76,895)
Sub-Total	**(£207,371)**	**(£220,024)**
Integrated Commissioning Fund Costs		
Bury Council	£139,143	£146,145
NHS GM Bury Locality	£78,379	£80,090
Sub-Total	**£217,522**	**£226,235**
Net (Surplus)/Deficit Arising on the Pooled Budget During the Year	**£10,151**	**£6,211**

Risk Share Agreement
Each partner organisation accounts for their own contributions and details of the spend from the pool are reported to the Bury Strategic Commissioning Board.

Under the risk share arrangements of the ICF each organisation shares financial risk on a 50:50 basis. However, as in previous years when NHS GM Bury Locality has overspent NHS GM Bury Locality will not seek for any local authority support towards the deficit.

29. Members’ Allowances

The council paid the following amounts to Members of the Council during the year:

Members' Allowances & Expenses	2024/25 £000s	2025/26 £000s
Allowances	£932	£903
Expenses	£1	£0
TOTAL	**£932**	**£903**

30. Officers’ Remuneration and Termination Benefits

The remuneration of senior employees, which is defined as those who are members of the Executive Leadership Team, those holding statutory posts, or those whose remuneration is £150,000 or more per year, is set out below. Salary, (including Fees and Allowances) includes elements such as market supplements and honoraria. No payments were made for bonuses, benefits in kind & expense allowances in either year.

Senior Officers
The remuneration paid to the authority's senior employees is as follows:

Authority's Senior Employees	2024/25 Note	Salary, Fees and Allowances £000s	Expenses Allowances £000s	Compensation for Loss of Office £000s	Pension Contribution £000s	**Total £000s**
Chief Executive and Placed Based Lead [L Ridsdale]	A	£202	£0	£0	£38	**£240**
Executive Director: Health & Adult Care		£142	£0	£0	£21	**£163**
Executive Director: Children & Young People		£141	£0	£0	£28	**£169**
Executive Director: Strategy & Transformation		£134	£0	£0	£25	**£159**
Executive Director: Place		£132	£0	£0	£26	**£158**
Executive Director: Operations		£142	£0	£0	£28	**£170**
Director of Finance	B	£91	£0	£0	£18	**£108**
Executive Director: Finance (Interim)	C	£21	£0	£0	£0	**£21**
Director of Law & Governance		£112	£0	£0	£21	**£133**
Director of Adult Social Services & Community Commissioning		£121	£0	£0	£23	**£144**
Director of Public Health		£111	£0	£0	£22	**£132**

Authority's Senior Employees	2025/26 Note	Salary, Fees and Allowances £000s	Expenses Allowances £000s	Compensation for Loss of Office £000s	Pension Contribution £000s	**Total £000s**
Chief Executive and Placed Based Lead [L Ridsdale]	A	£202	£0	£0	£39	**£242**
Executive Director: Health & Adult Care		£147	£0	£0	£21	**£168**
Executive Director: Children & Young People		£143	£0	£0	£28	**£171**
Executive Director: Strategy & Transformation		£140	£0	£0	£27	**£168**
Executive Director: Place		£140	£0	£0	£27	**£168**
Executive Director: Operations	B	£3	£0	£92	£1	**£96**
Director of Finance		£124	£0	£0	£24	**£148**
Executive Director: Finance (Interim)		£0	£0	£0	£0	**£0**
Director of Law & Governance		£113	£0	£0	£22	**£136**
Director of Adult Social Services & Community Commissioning		£128	£0	£0	£25	**£153**
Director of Public Health		£117	£0	£0	£23	**£140**

Senior Officers served for the whole of 2024/25 and 2025/26 unless stated below.

2025/26 Notes:

A The Chief Executive is also the Place Based Lead for NHS GM, 50% was recharged to NHS GM in 2025/26
B Executive Director of Operations left on 07/04/25. This post now no longer exists.

2024/25 Notes:

A The Chief Executive is also the Place Based Lead for NHS GM, 50% was recharged to NHS GM in 2024/25.
B The Director of Finance (Section 151 Officer for the Council), started 1st July 2024
C The Interim Executive Director: Finance role (IR35 Worker) terminated 28th May 2024

Remuneration Bands
The Council's other employees receiving more than £50,000 remuneration for the year (excluding employer pension contributions) were paid the following amounts:

Remuneration Band	2024/25 Teaching Staff	2024/25 Non-Teaching Staff	2025/26 Teaching Staff	2025/26 Non-Teaching Staff
£50,000 - £54,999	82	74	95	102
£55,000 - £59,999	58	35	56	43
£60,000 - £64,999	21	32	32	17
£65,000 - £69,999	13	17	16	23
£70,000 - £74,999	11	6	6	6
£75,000 - £79,999	15	5	12	4
£80,000 - £84,999	6	6	11	5
£85,000 - £89,999	2	6	4	0
£90,000 - £94,999	3	3	3	5
£95,000 - £99,999	0	1	0	0
£100,000 - £104,999	2	2	0	1
£105,000 - £109,999	0	1	1	2
£110,000 - £114,999	2	1	0	2
£115,000 - £119,999	2	0	1	2
£120,000 - £124,999	1	1	1	1
£125,000 - £129,999	0	0	0	1
£130,000 - £134,999	0	0	0	0
£135,000 - £139,999	0	0	0	0
£140,000 - £144,999	0	1	0	3
£145,000 - £149,999	0	0	0	2
TOTAL	**218**	**191**	**238**	**219**

Exit Packages
The numbers of exit packages with total cost per band and total cost of the compulsory and other redundancies are set out in the table below.

Exit Package Cost Band (including special payments)	Number of Compulsory Redundancies		Number of Other Departures Agreed		Total Number of Exit Packages by Cost Band		Total Cost of Exit Packages in Each Band	
	2024/25	2025/26	2024/25	2025/26	2024/25	2025/26	2024/25 £000s	2025/26 £000s
£0 - £20,000	6	15	36	30	**42**	**45**	£273	£330
£20,001 - £40,000	1	0	7	12	**8**	**12**	£213	£293
£40,001 - £60,000	0	0	0	4	**0**	**4**	£0	£196
£60,001 - £80,000	0	0	0	1	**0**	**1**	£0	£62
£80,001 - £100,000	0	0	0	2	**0**	**2**	£0	£192
Total Cost Included in Bandings and in the CIES	**7**	**15**	**43**	**49**	**50**	**64**	**£485**	**£1,073**

31. External Audit Costs

The Council has incurred the following costs in relation to the audit of the Statement of Accounts, certification of grant claims and statutory inspections and to non-audit services provided by the Council's External Auditors:

External Audit Costs	2024/25 £000s	2025/26 £000s
Fees Payable with Regard to External Audit Services Carried Out by the Appointed Auditor for the Year	£349	£355
Additional Fees to External Audit Services Carried Out by the Appointed Auditor	£0	£0
Total	**£349**	**£355**

32. Dedicated Schools Grant

The Council's expenditure on schools is funded primarily by grant monies provided by the Education and Skills Funding Agency (ESFA), the Dedicated Schools Grant (DSG). The DSG is ringfenced and can only be applied to meet expenditure properly included in the schools' budget, as defined in the School Finance and Early Years (England) Regulations 2022. The schools budget includes elements for a range of educational services provided on an authority-wide basis and for the individual schools budget (ISB), which is divided into a budget share for each maintained school.

Details of the deployment of the DSG receivable for 2025/26 are as follows:

DISCLOSURE OF DEPLOYMENT OF DEDICATED SCHOOLS GRANT 2025/26				
Note		**Central Expenditure £000s**	**Individual Schools Budget £000s**	**Total £000s**
A.	Final DSG for 2025/26 before Academy and High Needs Recoupment			£256,574
B.	Academy and High Needs Figure Recouped for 2025/26			£128,598
C.	**Total DSG after Academy and High Needs Recoupment for 2025/26**			**£127,975**
D.	Plus: Brought-forward from 2024/25			£2,432
E.	Less: Carry-forward to 2026/27 Agreed in Advance			£0
F.	**Agreed Initial Budgeted Distribution in 2025/26**	**£45,275**	**£85,132**	**£130,407**
G.	In-year Adjustments	£1,000	(£347)	£653
H.	**Final Budget Distribution for 2025/26**	**£46,275**	**£84,786**	**£131,061**
I.	Less: Actual Central Expenditure	£48,128		£48,128
J.	Less: Actual ISB Deployed to Schools		£84,364	£84,364
K.	Plus: Local Authority Contribution for 2025/26	£2,620	£0	£2,620
L.	**In-year Carry-forward to 2025/26**	**£767**	**£421**	**£1,188**
M.	Plus: Carry-forward to 2025/26 Agreed in Advance			£0
N.	**Carry-forward to 2026/27**			**£1,188**
O.	DSG Unusable Reserve at the End of 2024/25			(£21,473)
P.	Addition to DSG Unusable Reserve at the End of 2025/26			£0
Q.	**Total of DSG Unusable Reserve at the End of 2025/26**			**(£21,473)**
R.	**Net DSG Position at the End of 2025/26**			**£20,285**

A: Final DSG figure before any amount has been recouped from the Council as published March 2026. Do not include the adjustment to the 2024/25 DSG for early years made during 2025/26 based on 2025-26 Jan and termly census data (see G below).

B: Figure recouped from the Council in 2025/26 by the DfE for the conversion of maintained schools into academies and for high needs payments made by ESFA.

C: Total DSG figure after academy and high needs recoupment for 2025/26, as published March 2026. (Do not deduct centrally funded licences.)

D: Figure brought forward from 2024/25. There can only be an entry here if this is a surplus or zero; a deficit must have been placed in the DSG unusable reserve created by MHCLG's amending regulations (see line O).

E: Any amount which the Council decided after consultation with the schools forum to carry forward to 2026/27 rather than distribute in 2025/26 – this may be the difference between estimated and final DSG for 2025/26, or a figure brought forward from 2024/25 that the Council is carrying forward again.

F: Budgeted distribution of DSG, adjusted for carry-forward, as agreed with the schools forum. Note that the ISB column should include only money distributed to schools (including high needs place funding) and to other early years providers; centrally held schools block items such as the growth fund belong in the central expenditure column.

G: Changes to the initial distribution, for example adjustments for exclusions, NNDR payments, or the final early years block adjustment for 2024/25 made during 2025/26 based on 2025-26 Jan and termly census data. Safety valve payments count as DSG and should be included here if paid in 2025/26.

H: Budgeted distribution of DSG as at the end of the financial year.

I: Actual amount of central expenditure items in 2025/26 – amounts not actually spent, eg money that is moved into earmarked reserves, should be included in items L20 or L21 as carried forward.

J: Amount of ISB actually distributed to schools (ISB is regarded for DSG purposes as spent by the Council once it is deployed to schools' budget shares). Note that budget shares include early years funding, sixth form funding and high needs place funding; they do not include high needs top-up funding, which is treated as central expenditure.

K: Any contribution from the local Council in 2025/26 that will have the effect of substituting for DSG in funding the schools budget. Do not include any change in balances held by schools as they are not to be recorded in this note.

L: In-year position at end of 2025/26, ie:

- For central expenditure, difference between final budgeted distribution of DSG (item H12) and actual expenditure (item I15), plus any local Council contribution (item K17).
- For ISB, difference between final budgeted distribution (item H13) and amount actually deployed to schools (item J16), plus any local Council contribution (item K18).

M: Plus/minus any carry-forward to 2026/27 already agreed (Item E5).

N: Total carry-forward on central expenditure (item L20) plus carry-forward on ISB (item L21) plus/minus any carry-forward to 2026/27 already agreed (item E5). To be entered in this line, this figure can only be a surplus or zero; if it results in a deficit, enter zero. Any in-year deficit in 2025/26 must be recorded as part of the DSG unusable reserve (item P26).

O: DSG unusable reserve at end of 2024/25 (if any) – any amount placed in the unusable reserve at the end of 2020/21, and/or 2021/22 and/or 2022/23 and/or 2023/24 and/or 2024/25 in accordance with the MHCLG amending regulations.

P: Any addition to DSG unusable reserve in 2025/26 because of an in-year deficit in 2025/26; figure 24 is to be entered here rather than at N when it is a deficit.

Q: Total of DSG unusable reserve at end of 2025/26; this is the total of O25 and P26.

R: Net DSG position at the end of 2025/26; this is a memorandum item designed to show the overall position on DSG. It is calculated by taking the figure (if any) at N24 and deducting the figure (if any) at Q27 and will therefore show any net deficit that the local Council would have if the unusable reserve were not held separately.

Details of the deployment of the DSG receivable for 2024/25 is as follows:

DISCLOSURE OF DEPLOYMENT OF DEDICATED SCHOOLS GRANT 2024/25				
Note		**Central Expenditure £000s**	**Individual Schools Budget £000s**	**Total £000s**
A.	Final DSG for 2024/25 before Academy and High Needs Recoupment			£230,280
B.	Academy and High Needs Figure Recouped for 2024/25			£107,211
C.	**Total DSG after Academy and High Needs Recoupment for 2024/25**			**£123,069**
D.	Plus: Brought-forward from 2023/24			£3,014
E.	Less: Carry-forward to 2025/26 Agreed in Advance			£0
F.	**Agreed Initial Budgeted Distribution in 2024/25**	£40,686	£85,397	**£126,083**
G.	In-year Adjustments	£0	£794	£794
H.	**Final Budget Distribution for 2024/25**	**£40,686**	**£86,191**	**£126,877**
I.	Less: Actual Central Expenditure	£40,641		£40,641
J.	Less: Actual ISB Deployed to Schools		£84,424	£84,424
K.	Plus: Local Authority Contribution for 2024/25	£620	£0	£620
L.	**In-year Carry-forward to 2024/25**	**£665**	**£1,767**	**£2,432**
M.	Plus: Carry-forward to 2025/26 Agreed in Advance			£0
N.	**Carry-forward to 2025/26**			**£2,432**
O.	DSG Unusable Reserve at the End of 2023/24			(£21,473)
P.	Addition to DSG Unusable Reserve at the End of 2024/25			£0
Q.	**Total of DSG Unusable Reserve at the End of 2024/25**			**(£21,473)**
R.	**Net DSG Position at the End of 2024/25**			**£19,041**

A: Final DSG figure before any amount has been recouped from the Council as published March 2025. Do not include the adjustment to the 2023/24 DSG for early years made during 2024/25 based on January 2024 numbers or top-up funding (see G below).

B: Figure recouped from the Council in 2024/25 by the DfE for the conversion of maintained schools into academies and for high needs payments made by ESFA.

C: Total DSG figure after academy and high needs recoupment for 2024/25, as published March 2025. (Do not deduct centrally funded licences.)

D: Figure brought forward from 2023/24. There can only be an entry here if this is a surplus or zero; a deficit must have been placed in the DSG unusable reserve created by MHCLG's amending regulations (see line O).

E: Any amount which the Council decided after consultation with the schools forum to carry forward to 2025/26 rather than distribute in 2024/25 – this may be the difference between estimated and final DSG for 2024/25, or a figure brought forward from 2023/24 that the Council is carrying forward again.

F: Budgeted distribution of DSG, adjusted for carry-forward, as agreed with the schools forum. Note that the ISB column should include only money distributed to schools (including high needs place funding) and to other early years providers; centrally held schools block items such as the growth fund belong in the central expenditure column.

G: Changes to the initial distribution, for example adjustments for exclusions, NNDR payments, or the final early years block adjustment for 2023/24 made during 2024/25 based on January 2024 numbers. Safety valve payments count as DSG and should be included here if paid in 2024/25.

H: Budgeted distribution of DSG as at the end of the financial year.

I: Actual amount of central expenditure items in 2024/25 – amounts not actually spent, eg money that is moved into earmarked reserves, should be included in items L20 or L21 as carried forward.

J: Amount of ISB actually distributed to schools (ISB is regarded for DSG purposes as spent by the Council once it is deployed to schools' budget shares). Note that budget shares include early years funding, sixth form funding and high needs place funding; they do not include high needs top-up funding, which is treated as central expenditure.

K: Any contribution from the local Council in 2024/25 that will have the effect of substituting for DSG in funding the schools budget. Do not include any change in balances held by schools as they are not to be recorded in this note.

L: In-year position at end of 2024/25, ie:

- For central expenditure, difference between final budgeted distribution of DSG (item H12) and actual expenditure (item I15), plus any local Council contribution (item K17).
- For ISB, difference between final budgeted distribution (item H13) and amount actually deployed to schools (item J16), plus any local Council contribution (item K18).

M: Plus/minus any carry-forward to 2025/26 already agreed (Item E5).

N: Total carry-forward on central expenditure (item L20) plus carry-forward on ISB (item L21) plus/minus any carry-forward to 2025/26 already agreed (item E5). To be entered in this line, this figure can only be a surplus or zero; if it results in a deficit, enter zero. Any in-year deficit in 2024/25 must be recorded as part of the DSG unusable reserve (item P26).

O: DSG unusable reserve at end of 2023/24 (if any) – any amount placed in the unusable reserve at the end of 2020/21, and/or 2021/22 and/or 2022/23 and/or 2023/24 in accordance with the MHCLG amending regulations.

P: Any addition to DSG unusable reserve in 2024/25 because of an in-year deficit in 2024/25; figure 24 is to be entered here rather than at N when it is a deficit.

Q: Total of DSG unusable reserve at end of 2024/25; this is the total of O25 and P26.

R: Net DSG position at the end of 2024/25; this is a memorandum item designed to show the overall position on DSG. It is calculated by taking the figure (if any) at N24 and deducting the figure (if any) at Q27 and will therefore show any net deficit that the local Council would have if the unusable reserve were not held separately.

33. Grant Income

The Council credited the following grants, contributions and donations to the Comprehensive Income and Expenditure Statement:

Grant Income Credited to Services	2024/25 £000s	2025/26 £000s
Dedicated Schools Grant (DSG) (Including PSV)	(£123,175)	(£127,365)
Housing Benefit Subsidy - Rent Allowances	(£22,517)	(£18,996)
Housing Benefit Subsidy - Rent Rebates	(£11,097)	(£9,261)
Pupil Premium Grant	(£3,838)	(£3,335)
COVID 19 grants	(£2,405)	£0
Asylum Seekers (UASC)	(£895)	(£1,224)
Discretionary Housing payments	(£3)	£0
Other Government Grants	(£15,479)	(£18,682)
Total	**(£179,409)**	**(£178,862)**

Taxation and Non-Specific Grant Income	2024/25 £000s	2025/26 £000s
Business Rates Top-Up and S31 Compensation Grants	**(£24,856)**	**(£25,208)**
Non-ringfenced Government Grants:		
Social Care Support Grant	(£16,595)	(£19,524)
Improved Better Care Fund	(£7,628)	(£9,411)
Market Sustainability	(£3,573)	(£3,573)
Lower Tier and Services Grant	(£251)	£0
ASC Discharge Fund	(£1,783)	£0
Housing Benefit Administration Grants	(£483)	(£477)
Business Rates Levy Surplus	(£302)	£0
New Homes Bonus	(£20)	(£29)
Recovery Grant	£0	(£2,489)
NNDR Transitional Protection Receipts	£0	£0
Domestic Abuse Safe Accommodation Grant	£0	(£2,413)
Childrens Social Care Prevention Grant	£0	(£852)
NIC's compensation grant	£0	(£1,339)
Non-ringfenced Government Grants	**(£30,636)**	**(£40,105)**
Capital Grants and Contributions:		
DfE Schools Capital Grants	(£3,606)	(£8,257)
DfT (GMCA) Highways Funding	(£5,292)	(£5,515)
DLUHC Levelling Up Funding	(£16,669)	(£10,205)
DLUHC Disabled Facilities Grant	(£1,846)	(£2,117)
GMCA Social Housing Decarbonisation Fund (SHDF)	(£2,500)	(£1,308)
The Football Foundation	(£1,635)	(£180)
GMCA Mayor Challenge Fund	(£289)	(£3,619)
GMCA UK Shared Prosperity Fund	(£933)	(£2,054)
TfGM Local Authority Delivered Transport Schemes	(£248)	£0
DOH Social Care Single Capital Pot	(£57)	£0
Homes England	(£114)	£0
Suez Communities Trus	(£40)	£0
MHCLG Rough Sleepers Programme	(£92)	£0
GMCA CRSTS repriortisation	£0	(£1,650)
GMCA Streets for All	£0	(£1,041)
Other Capital Grants and Contributions	(£641)	(£541)
Capital Grants and Contributions	**(£33,962)**	**(£36,487)**
Total	**(£89,454)**	**(£101,800)**

The authority has received a number of grants, contributions and donations that have yet to be recognised as income as they have conditions attached to them that will require the monies or property to be returned to the giver. The balances at the year-end are as follows:

Revenue Grants Received in Advance (Current)	Balance 31 March 2024 £000s	Receipts 2024/25 £000s	Applied 2024/25 £000s	2024/25 £000s £000s	Receipts 2025/26 £000s	Applied 2025/26 £000s	2025/26 £000s £000s
DfE Schools Grants	**(£326)**	(£46)	£326	**(£46)**	(£57)	£46	**(£57)**
GMCA UK Shared Prosperity Fund	**(£284)**	£0	£284	**£0**	(£95)	£0	**(£95)**
DLUHC LUF Capacity and Capability Grant	**(£123)**	£0	£123	**£0**	£0	£0	**£0**
Heat Network Delivery Unit Grant	**(£83)**	£0	£83	**£0**	£0	£0	**£0**
GMCA Digital Inclusion	**(£64)**	(£49)	£64	**(£49)**	£0	£49	**£0**
GMCA Stimulating Employer Demand for Apprenticeships	**(£32)**	£0	£32	**£0**	£0	£0	**£0**
GMCA Evergreen Fund	**(£21)**	£0	£16	**(£5)**	£0	£0	**(£5)**
GMCA Adult Education Budget	**(£11)**	£0	£11	**£0**	£0	£0	**£0**
DfE Non-Schools Grants	**(£10)**	£0	£10	**£0**	£0	£0	**£0**
Supplemental Substance Misuse Treatment & Recovery Grant	**(£8)**	£0	£8	**£0**	(£24)	£0	**(£24)**
Miscellaneous Grants	**(£3)**	(£3,205)	£3	**(£3,205)**	(£4,570)	£4,678	**(£3,097)**
Total	**(£965)**	**(£3,299)**	**£960**	**(£3,304)**	**(£4,746)**	**£4,772**	**(£3,279)**

Capital Grants received in Advance (Non-Current)	Balance 31 March 2024 £000s	Receipts 2024/25 £000s	Applied 2024/25 £000s	2024/25 £000s	Receipts 2025/26 £000s	Applied 2025/26 £000s	2025/26 £000s
The Arts Council UK	**£0**	£0	£0	**£0**	(£177)	£28	**(£149)**
DCMS Greater Manchester Local Full Fibre Network (LFFN) Grant	**(£69)**	£0	£0	**(£69)**	£0	£0	**(£69)**
DfE Schools Capital Grants	**(£592)**	(£319)	£693	**(£218)**	(£181)	£411	**£12**
DLUHC Brownfield Land Release Funding	**(£1,697)**	(£11)	£0	**(£1,708)**	(£20)	£113	**(£1,615)**
DLUHC Disabled Facilities Grant	**(£5,660)**	(£2,629)	£1,845	**(£6,444)**	(£2,806)	£2,117	**(£7,133)**
DLUHC Levelling Up Funding	**(£8,822)**	(£20,349)	£16,669	**(£12,502)**	(£3,837)	£10,205	**(£6,134)**
DoH Social Care Single Capital Pot	**(£459)**	£0	£57	**(£402)**	£0	£3	**(£399)**
GMCA CRSTS reprioritisation	**£0**	£0	£0	**£0**	£1,641	£1,650	**£3,291**
GMCA Electric Vehicle Charging Infrastructure	**£0**	(£166)	£8	**(£158)**	£0	£0	**(£158)**
GMCA Highways Funding	**(£171)**	(£810)	£846	**(£135)**	(£1,389)	£1,113	**(£411)**
GMCA Mayor Challenge Fund	**(£287)**	(£511)	£289	**(£509)**	(£2,850)	£3,619	**£260**
GMCA Social Housing Decarbonisation Fund (SHDF)	**£0**	(£1,788)	£2,500	**£712**	(£1,308)	£1,308	**£712**
GMCA UK Shared Prosperity Fund	**£34**	(£1,942)	£933	**(£975)**	(£966)	£2,054	**£113**
Homes England	**(£145)**	£12	£113	**(£20)**	£20	£0	**£0**
MHCLG Local Authority Housing Fund	**£0**	(£92)	£92	**£0**	(£447)	£0	**(£447)**
Other Capital Grants and Contributions	**(£183)**	(£133)	£158	**(£158)**	(£254)	£137	**(£275)**
TfGM Local Authority Delivered Transport Schemes	**(£173)**	(£145)	£249	**(£69)**	(£315)	£177	**(£207)**
The Football Foundation	**£0**	(£1,153)	£1,635	**£482**	(£950)	£180	**(£288)**
The Veolia Environmental Trust	**£0**	(£84)	£0	**(£84)**	(£15)	£5	**(£94)**
Sub-total Capital Grants & Contributions	**(£18,224)**	**(£30,120)**	**£26,087**	**(£22,257)**	**(£13,854)**	**£23,120**	**(£12,991)**
Section 38 & Section 278 Contributions	**(£205)**	£0	£0	**(£205)**	£0	£205	**£0**
Section 106 Contributions	**(£5,925)**	(£569)	£1,747	**(£4,747)**	(£480)	£456	**(£4,771)**
Total	**(£24,354)**	**(£30,689)**	**£27,834**	**(£27,209)**	**(£14,334)**	**£23,781**	**(£17,762)**

34. Related Parties

The Council is required to disclose material transactions with related parties. Related parties are bodies, individuals or organisations that have the potential to control or significantly influence the Council or to be controlled or significantly influenced by the Council. Disclosure of these transactions allows readers to assess the extent to which the council might have been constrained in its ability to operate independently or might have secured the ability to limit another party's ability to bargain freely with the authority.

This note sets out details of transactions between related parties and the Council.

Central Government: the Government has significant influence over the general operations of the Council. It is responsible for providing the statutory framework within which the Council operates, provides the majority of its funding in the form of grants for Council services and prescribes the terms of many of the transactions that the Council has with other parties (e.g. council tax bills, housing benefits). Grants received in 2025/26 and outstanding at 31 March 2026 from government departments are shown in Note 33.

Members of the Council have direct control over the Council's financial and operating policies. Details of Members' interests, both pecuniary and non-financial are recorded in the Register of Members' Interests, which is open to public inspection. Members' interests are also available to view via the Council's web site.

The total of members' allowances paid in 2025/26 is shown in Note 29.

Corporate Directors and Service Directors are required on an annual basis to make a declaration of related parties. In addition, there is a code of conduct under which such officers must disclose any pecuniary and non-financial interests.

No such disclosures have been made for 2025/26.

Other Public Bodies [subject to common control by central government]
The Council has a pooled fund arrangement with NHS GM which encompasses Council Adult Social Care budgets and NHS commissioned expenditure, together with expenditure funded by the Better Care Fund and Improved Better Care Fund. For further details see Note 28 Pooled Funds.

<u>Greater Manchester Combined Authority (GMCA)</u>
GMCA co-ordinates key economic development, regeneration, transport, and waste disposal functions. The Council pays levies to GMCA for transport and waste disposal functions and the following amounts are included in the Comprehensive Income and Expenditure Statement, within Other Operating Expenditure.

Related Parties	**2024/25 £000s**	**2025/26 £000s**
GM Waste Disposal Authority	£14,069	£14,436
GM Passenger Transport Authority	£13,780	£14,078
Environment Agency	£114	£118
Total	**£27,963**	**£28,632**

Entities Controlled or Significantly Influenced by the Authority

Subsidiaries

The Council prepares Group Accounts for entities where it has material financial interests and a significant level of control. The Bury Council Group comprises Six Town Housing Ltd, Persona Care and Support Ltd and Persona Group Ltd, and Bury MBC Townside Fields Ltd.

Related Party Transactions	2025/26				
	Receipts £000s	Payments Management Fee £000s	Payments Other £000s	Outstanding Balances: Loans	Outstanding Balances: Debtor/ Creditor £000s
Subsidiaries					
Six Town Housing Ltd.,	(£538)	£0	£282	£2,621	(£209)
Persona Group Ltd., Persona Care and Support Ltd.,	(£848)	£5,371	£9,218	£0	(£26)
Bury MBC Townside Fields Ltd.,	(£800)	£0	£0	£7,257	£2,021
Total	**(£2,186)**	**£5,371**	**£9,500**	**£9,878**	**£1,786**

Related Party Transactions	2024/25				
	Receipts £000s	Payments Management Fee £000s	Payments Other £000s	Outstanding Balances: Loans £000s	Outstanding Balances: Debtor/ Creditor £000s
Subsidiaries					
Six Town Housing Ltd.,	(£287)	£0	£1,860	£2,797	(£261)
Persona Group Ltd., Persona Care and Support Ltd.,	(£591)	£9,414	£4,450	£0	£85
Bury MBC Townside Fields Ltd.,	(£611)	£0	£0	£7,257	£2,577
Total	**(£1,489)**	**£9,414**	**£6,310**	**£10,054**	**£2,401**

Six Town Housing Ltd was set up to manage and maintain the housing stock of Bury Council. Six Town Housing has no share capital and is wholly owned by the Authority. It is an ALMO (arms-length management organisation) of the Council and is a company limited by guarantee. It was incorporated on 30 October 2003. On the 1 February 2024 the Council terminated this arrangement and brought the management of the Council's housing stock back in-house.

Six Town Housing made a profit before tax of £0.013m in 2025/26 compared to a profit before tax of £0.479m in 2024/25.

The Persona group of companies comprise of Persona Group Ltd, and Persona Care and Support Ltd. These companies were formed to provide social care services to older people and people with disabilities. The company's share capital (Called up Share Capital £3) is wholly owned by Bury Council.

The Persona group of companies made profit before tax of £0.065m in 2025/26, compared to a profit before tax of £0.112m in 2024/25. Bury Council paid management fees of £5.371m in 2025/36 (£9.414m in 2024/25).

Bury MBC Townside Fields Ltd was formed to facilitate the development of Knowsley Place and was incorporated on 14 October 2009. The company's share capital (Ordinary Share Capital £1) is wholly owned by Bury Council.

Bury MBC Townside Fields Limited made a loss before tax of £0.003m in 2025/26, compared to a loss before tax of £1.992m in 2024/25.

Joint Ventures

Related Party Transactions	2025/26			
	Receipts £000s	Payments Other £000s	Outstanding Balances: Loans £000s	Outstanding Balances: Debtor/Creditor £000s
Joint Ventures				
Bury Bruntwood (Millgate) LLP	(£1,200)	£30	£20,349	£226
The Prestwich Regeneration LLP	£0	£9,296	£1,127	£0
Total	**(£1,200)**	**£9,326**	**£21,476**	**£226**

Related Party Transactions	2024/25			
	Receipts £000s	Payments Other £000s	Outstanding Balances: Loans £000s	Outstanding Balances: Debtor/Creditor £000s
Joint Ventures				
Bury Bruntwood (Millgate) LLP	(£1,423)	£408	£20,349	£251
The Prestwich Regeneration LLP	£0	£0	£1,127	£0
Total	**(£1,423)**	**£408**	**£21,476**	**£251**

Bury Bruntwood (Millgate) LLP
A 50/50 Joint Venture company was formed on 25 January 2022, between the Council and Bruntwood LLP, to acquire, hold and manage the Millgate Estate and Shopping Centre, alongside the development of a long-term masterplan to secure and enhance the estate in line with other important town centre projects, including the Flexi Hall and transport interchange.

Bury Bruntwood (Millgate) LLP acquired the Mill Gate Estate and Shopping Centre in April 2022, that was funded by the Council through PWLB borrowing and providing loans totalling £20.350m to the Joint Venture.

Bury Bruntwood (Millgate) LLP made a profit before tax of £0.550m in 2025/26, compared to a loss before tax of £0.315m in 2024/25.

The Prestwich Regeneration LLP
Following the Council acquisition of the Longfield Shopping Centre in July 2021, a 50/50 Joint Venture company was formed on 19 October 2022, between the Council and MUSE Developments Ltd, to shape a new masterplan for the site, creating new spaces to help people and businesses to thrive, with a mix of high-quality homes and family-friendly spaces, as well as a new community hub that promotes health and wellbeing.

The Prestwich Regeneration LLP made a loss before tax of £0.255m in 2025/26, compared to a loss before tax of £0.243m in 2024/25.

More information can be found at The Group Accounts section to the Statement of Accounts.

35. Capital Expenditure and Capital Financing Requirement

The total value of capital expenditure incurred during the year is disclosed in the table below (including the value of assets acquired under finance leases), together with the resources that have been used to finance it. Where capital expenditure is to be financed in future years by charges to revenue as assets are used by the Council, the expenditure results in an increase in the Capital Financing requirement (CFR), a measure of the capital expenditure incurred historically by the Council that has yet to be financed. The CFR is analysed in the second part of this note.

Capital Expenditure and Financing Requirement	**2024/25 £000s**	**2025/26 £000s**
Opening Capital Financing Requirement	**£383,511**	**£402,572**
IFRS 16 Opening balance Adjustment	£12,007	£0
Updated Opening Capital Financing Requirement	**£395,519**	**£402,572**
Capital Investment		
Property Plant and Equipment	£54,376	£92,409
Heritage Assets	£0	£2
Investment Properties	£118	£155
Intangible Assets	£411	£622
Assets Held for Sale	£0	£0
Long-term Investment	£0	£0
Long-term Debtors	£498	£0
Revenue Expenditure Funded from Capital Under Statute	£4,431	£7,299
Source of Finance		
Capital Receipts	(£7,740)	(£9,555)
Government Grants And Other Contributions	(£33,240)	(£33,530)
Major Repairs Reserve	(£7,401)	(£8,072)
Sums Set Aside from Revenue:		
Direct Revenue Contributions	(£329)	(£10)
MRP/The Statutory Repayment of Loans Fund Advances (Capital Loans)	(£3,236)	(£3,489)
IFRS 16 MRP Adjustment	(£834)	(£874)
Closing Capital Financing Requirement	**£402,572**	**£447,529**
Explanation of movement in year		
Increase in Underlying Need to Borrow (Supported by Government Financial Assistance)	£0	£0
Increase in Underlying Need to Borrow (Unsupported by Government Financial Assistance)	£11,123	£49,320
Assets Acquired Under Finance Leases	£0	£0
MRP/The Statutory Repayment of Loans Fund Advances (Capital Loans)	(£4,070)	(£4,363)
Increase/(Decrease) in Capital Financing Requirement	**£7,053**	**£44,957**

36. Leases

Authority as Lessor

Operating Leases
The Council has numerous operating leasing agreements with private individuals and entities regarding shops, other premises, and land where the Council acts as the lessor. The most significant of these is for land leased to Manchester Airport until 31.03.2085 for an annual rental of £530,526.

The future minimum lease payments receivable is shown in the table below:

Operating Leases - Lessor	2024/25 £000s	2025/26 £000s
Not later than one year	£2,019	£1,978
Later than one year and not later than five years	£7,693	£7,562
Later than five years	£120,482	£118,635
Total	**£130,194**	**£128,175**

Authority as Lessee

The Council has adopted IFRS 16 from 1 April 2024 and therefore no consolidation adjustments have been made in the current financial year. At transition date to IFRS 16, Bury Council applied the practical expedient which means Bury Council will not reassess whether the existing contracts are or contains leases at the date of initial application. Bury Council will also not restate previous year figures.
The Council is engaged in a number of leases to acquire the use of buildings.

Right of Use Assets

The council classifies contracts as leases based on their substance. Contracts and parts of contracts, including those described as contracts for services, are analysed to determine whether they convey the right to control the use of an identifiable asset, through rights both to obtain substantially all the economic benefits or service potential from that asset and to direct its use. Leases are recognised as right-of-use assets with a corresponding liability at the date from which the leased asset is available for use (or the IFRS 16 transition date, if later). This includes arrangements with nil consideration, or nominal payments.

Right of use Assets	Land and Buildings £000s
Not later than one year	£427
Later than one year and not later than five years	£4,976
Later than five years	£4,477
Total	**£9,881**

Movement in IFRS16 Liabilities	Current Liabilities £000s	Non-Current Liabilities £000s	Total £000s
Opening value at 1 April 2025	(£828)	(£10,345)	(£11,173)
Addition to opening balances	£0	(£71)	(£71)
Principal repayment in year	£828	£47	£874
Principal repayment due in 2026/27	(£427)	£427	£0
Total	**(£427)**	**(£9,943)**	**(£10,370)**

Movement in IFRS16 ROU Assets	Land and Building £000s	Total £000s
Balance at 1 April 2025	£10,637	£10,637
Additions	£71	£71
Revaluations	£0	£0
Depreciation and Amortisation	(£1,371)	(£1,371)
Disposals	£0	£0
Other Movements in Cost or Valuation	£0	£0
Balance at 31 March 2026	**£9,337**	**£9,337**

Finance Leases

The Authority is committed to making minimum payments under these leases comprising settlement of the long-term liability for the interest in the property acquired by the Authority and finance costs that will be payable by the Authority in future years while the liability remains outstanding. The minimum lease payments are made up of the following amounts:

Finance Lease Liability	31 March 2025 £000s	31 March 2026 £000s
Finance Lease Liabilities (net present value of minimum lease payments)	£4	£0
Minimum Lease Payments	**£4**	**£0**

37. Pension Schemes Accounted for as Defined Contribution Schemes

Teachers' Pension Scheme

Teachers employed by the Council are members of the Teachers' Pension Scheme, administered by Teachers' Pensions on behalf of the Department for Education (DfE). The Scheme provides teachers with specified benefits upon their retirement and the Council contributes towards the cost by making contributions based on a percentage of scheme members' pensionable salaries.

The Scheme is a multi-employer defined benefit scheme. The scheme is unfunded, and the Department for Education (DfE) uses a notional fund as the basis for calculating the employer's contribution rate paid by Local Authorities. Valuations of the notional fund are undertaken every four years.

The scheme has in excess of 3,700 participating employers and consequently the Council is not able to identify its share of the underlying financial position and performance of the scheme with sufficient reliability for accounting purposes. For the purposes of this Statement of Accounts, it is therefore accounted for on the same basis as a defined contribution scheme.

In 2025/26, the Council paid £7.146m (£8.406m in 2024/25) to Teachers Pensions in respect of teachers' retirement benefits, representing 28.68% of pensionable pay.

The Council is responsible for the costs of any additional benefits awarded upon early retirement outside of the terms of the teachers' scheme. These costs are accounted for on a defined benefit basis as detailed below.

The Council is not liable to the scheme for any other entities' obligations under the plan.

NHS Pension Scheme

Public Health employees are members of the NHS Pension Scheme, administered by the EA Finance NHS Pensions. This scheme provides its members with specified benefits on their retirement and the Council contributes towards the costs by making contributions based on a percentage of members' pensionable salaries.

The NHS Pension Scheme is operated in a similar way to the Teachers' Pension Scheme, in that Employer Contributions are set nationally and all contributions from employers and employees are paid into one pot.

In 2025/26, the Council paid £0.038m (£0.039m in 2024/25) to NHS Pensions in respect of NHS retirement benefits, representing 14.38% of pensionable pay.

The Council is responsible for any additional benefits awarded upon early retirement outside of the terms of the NHS pension scheme. These costs are accounted for on a defined benefit basis as detailed below.

38. Defined Benefit Pension Schemes

As part of the terms and conditions of employment of its officers, the Council makes contributions towards the cost of post-employment benefits. Although these benefits will not actually be payable until employees retire, the Council has a commitment to make the payments (for those benefits) and to disclose them at the time that employees earn their future entitlement.

All employees (except teachers and members of the NHS pension scheme) are, unless they have opted out, members of the Greater Manchester Pension Fund which is administered by Tameside MBC and operates in accordance with the rules of the Local Government Pension Scheme (LGPS). This is a funded defined benefit career average (previously final salary scheme), meaning that the Council and employees pay contributions into a fund, calculated at a level intended to balance the pension liabilities with investment assets.

The Greater Manchester Pension Scheme is operated under the regulatory framework for the Local Government Pension Scheme and the governance of the scheme is the responsibility of the pension committee of Tameside Council. Policy is determined in accordance with the Pension fund Regulations. The investment managers of the fund are appointed by the committee and consist of the Director of Finance and Resources of Tameside Council.

The principal risks to the Council of the scheme are the longevity assumptions, statutory changes to the scheme, structural changes to the scheme (i.e. large-scale withdrawals from the scheme), changes to inflation, bond yields and the performance of the equity investments held by the scheme. These are mitigated to a certain extent by the statutory requirements to charge to the General Fund and HRA the amounts required by statute as described in the accounting policies note.

Discretionary Post-retirement Benefits
Discretionary post-retirement benefits on early retirement are an unfunded defined benefit arrangement, under which liabilities are recognised when awards are made. There are no plan assets built up to meet these pension liabilities, and cash has to be generated to meet actual pension payments as they may eventually fall due.

Transactions Relating to Post-employment Benefits
The cost of retirement benefits in the reported cost of services is recognised when they are earned by the employees, rather than when the benefits are eventually paid as pensions. However, the charge that is requires to be made against Council Tax or Rent Payers is based on the cash payable in the year, so the real cost of post-employment/retirement benefits is reversed out of the General Fund and Housing Revenue Account via the Movement in Reserves Statement during the year.

The following transactions have been made in the Comprehensive Income and Expenditure Statement and the General Fund Balance via the Movement in Reserves Statement during the year:

Comprehensive Income and Expenditure Statement	2024/25 £000s	2025/26 £000s
Cost of Services:		
Service Cost Comprising:		
Current Service Cost	£15,905	£12,133
Past Service Cost (including curtailments)	£1,477	£2,487
(Gain)/Loss from Settlements	£2,206	£1,427
Total Service Cost	**£19,588**	**£16,047**
Financing and Investment Income and Expenditure:		
Interest income on scheme assets	(£47,823)	(£58,479)
Interest cost on defined benefit obligation	£40,353	£41,844
Total Net Interest Expense	**(£7,470)**	**(£16,635)**
Total Post Employment Benefits Charged to the (Surplus)/Deficit on the Provision of Services	**£12,118**	**(£588)**
Other Post-Employment Benefits Charged to the Comprehensive Income and Expenditure Statement		
Remeasurements of the Net Defined Liability Comprising:		
Return on Plan Assets (excluding amounts included in net interest)	£7,772	(£42,681)
Actuarial Gains/(Losses) Arising from Changes in Demographic Assumptions	(£1,467)	£662
Actuarial Gains/(Losses) arising from changes in financial assumptions	(£119,694)	(£12,518)
Other Experience and Actuarial Adjustments	(£8,993)	£69,971
The Effects of Business Combinations and Disposals	£0	£0
Total remeasurements recognised in other comprehensive income	**(£122,382)**	**£15,434**
Asset Ceiling Adjustment	**£129,714**	**£6,049**
Total Post Employment Benefits Charged to the Comprehensive Income and Expenditure Statement	**£19,450**	**£20,895**
Movement in Reserves Statement:		
Reversal of Net Charges Made to the (Surplus)/Deficit on the Provision of Services for Post Employment Benefits in Accordance with the Code	(£12,118)	£588
Actual Amount Charged Against the General Fund Balance for Pensions in the Year:		
Employers' Contributions Payable to the Scheme & Benefits Paid	£19,450	£20,895

Pensions Assets and Liabilities Recognised in the Balance Sheet
The amounts included in the Balance Sheet arising from the council's obligation in respect of its defined benefit scheme is as follows:

Pensions Assets and Liabilities Recognised in the Balance Sheet	2024/25 £000s	2025/26 £000s
Fair Value of Plan Assets	£1,016,448	£1,086,649
Present Value of Funded Liabilities	(£714,417)	(£779,438)
Present Value of Unfunded Liabilities	(£17,594)	(£16,725)
Effect of the asset ceiling	(£284,437)	(£290,486)
Net Asset / (Liability) Arising From Defined Benefit Obligation	**£0**	**£0**

Reconciliation of the Movements in Fair Value of Scheme (Plan) Assets

Reconciliation of the Movement in Fair Value of Scheme (Plan) Assets	2024/25 £000s	2025/26 £000s
Opening Fair Value of Scheme Assets	**£1,005,611**	**£1,016,448**
Interest Income	£47,823	£58,479
Remeasurement Gain/(Loss):		
Return on Plan Assets Excluding Amounts Included in Net Interest Expense	(£7,772)	£42,681
Other Experience and Actuarial Adjustments	£0	(£14,490)
Contributions from The Employer into the Scheme	£17,059	£18,609
Contributions from Employees into the Scheme	£5,613	£5,915
Benefits Paid	(£33,012)	(£35,899)
Other: Settlements	(£18,874)	(£5,094)
Other: Assets Assumed on Entity Combinations	£0	£0
Closing Fair Value of Scheme Assets	**£1,016,448**	**£1,086,649**

Reconciliation of Present Value of the Scheme Liabilities (Defined Benefit Obligation)

Reconciliation of Present Value of the Scheme Liabilities (Defined Benefit Obligation)	2024/25 £000s	2025/26 £000s
Opening Balance at 1 April	**(£850,888)**	**(£732,011)**
Current Service Cost	(£15,905)	(£12,133)
Interest Cost	(£40,353)	(£41,844)
Contributions from Scheme Participants	(£5,613)	(£5,915)
Remeasurement (Gains)/Losses :		
Actuarial (Gains)/Losses Arising from Changes in Demographic Assumptions	£1,467	(£662)
Actuarial (Gains)/Losses Arising from Changes in Financial Assumptions	£119,694	£12,518
Other Experience and Actuarial Adjustments	£8,993	(£55,481)
Past Service Cost (including curtailments)	(£1,477)	(£2,487)
Liabilities Assumed on Entity Combinations	£0	£0
Benefits Paid	£35,403	£38,185
Liabilities Extinguished on Settlements	£16,668	£3,667
Opening Balance at 31 March	**(£732,011)**	**(£796,163)**

The Effect of the Asset Ceiling

The effect of the asset ceiling has been determined by the Scheme's actuaries on the basis of the limitation on the Council's ability to recover the full economic benefit of its assets through reductions in future employer's contributions because of the minimum funding requirement imposed on it by the funding strategy for the Scheme in place at 31 March 2026.

The Scheme actuaries have assessed the Council's estimated future service costs less the estimated minimum funding requirement contributions to establish the economic benefit that is available to the Council. The net pensions asset has therefore been adjusted down to nil by this effect of the asset ceiling.

Movement in Fair Value of Scheme Assets and Present Value of the Scheme Liabilities	2024/25				2025/26			
	Scheme Plan Assets £000s	Pensions Obligations £000s	Effect of Asset Ceiling £000s	Net Pensions Asset/ (Liability) £000s	Scheme Plan Assets £000s	Pensions Obligations £000s	Effect of Asset Ceiling £000s	Net Pensions Asset/ (Liability) £000s
Opening Balance at 1 April 2024	**£1,005,611**	**(£850,888)**	**(£154,723)**	**£0**	**£1,016,448**	**(£732,011)**	**(£284,437)**	**£0**
Current Service Cost	£0	(£15,905)	£0	**(£15,905)**	£0	(£12,133)	£0	**(£12,133)**
Contributions from Scheme Participants	£5,613	(£5,613)	£0	**£0**	£5,915	(£5,915)	£0	**£0**
Past Service Cost (including curtailments)	£0	(£1,477)	£0	**(£1,477)**	£0	(£2,487)	£0	**(£2,487)**
Other: Settlements	(£18,874)	£16,668	£0	**(£2,206)**	(£5,094)	£3,667	£0	**(£1,427)**
Interest Income	£47,823	£0	£0	**£47,823**	£58,479	£0	£0	**£58,479**
Interest Cost	£0	(£40,353)	£0	**(£40,353)**	£0	(£41,844)	£0	**(£41,844)**
Remeasurement (Gains)/Losses :								
Return on Plan Assets Excluding Amounts Included in Net Interest Expense	(£7,772)	£0	£0	**(£7,772)**	£42,681	£0	£0	**£42,681**
Actuarial (Gains)/Losses Arising from Changes in Demographic Assumptions	£0	£1,467	£0	**£1,467**	£0	(£662)	£0	**(£662)**
Actuarial (Gains)/Losses Arising from Changes in Financial Assumptions	£0	£119,694	£0	**£119,694**	£0	£12,518	£0	**£12,518**
Other Experience and Actuarial Adjustments	£0	£8,993	£0	**£8,993**	(£14,490)	(£55,481)	£0	**(£69,971)**
Change in the Effect of the Asset Ceiling	£0	£0	(£129,714)	**(£129,714)**	£0	£0	(£6,049)	**(£6,049)**
Other: Entity Combinations	£0	£0	£0	**£0**	£0	£0	£0	**£0**
Benefits Paid	(£33,012)	£35,403	£0	**£2,391**	(£35,899)	£38,185	£0	**£2,286**
Contributions from The Employer into the Scheme	£17,059	£0	£0	**£17,059**	£18,609	£0	£0	**£18,609**
Closing Balance at 31 March 2025	**£1,016,448**	**(£732,011)**	**(£284,437)**	**£0**	**£1,086,649**	**(£796,163)**	**(£290,486)**	**£0**

Local Government Pension Scheme Assets Comprised

Fair Value of Scheme Assets	Period Ended 31 March 2025				Period Ended 31 March 2026			
	Quoted Prices in Active Markets £000s	Quoted Prices not in Active Markets £000s	TOTAL £000s	Percentage of Total Assets	Quoted Prices in Active Markets £000s	Quoted Prices not in Active Markets £000s	TOTAL £000s	Percentage of Total Assets
Equity Securities:								
Consumer	£67,202	£0	**£67,202**	**7%**	£72,888	£0	**£72,888**	**7%**
Manufacturing	£49,202	£0	**£49,202**	**5%**	£57,716	£0	**£57,716**	**5%**
Energy and Utilities	£60,208	£0	**£60,208**	**6%**	£54,827	£0	**£54,827**	**5%**
Financial Institutions	£94,575	£0	**£94,575**	**9%**	£94,349	£0	**£94,349**	**9%**
Health and Care	£47,246	£0	**£47,246**	**5%**	£52,755	£0	**£52,755**	**5%**
Information Technology	£53,297	£0	**£53,297**	**5%**	£66,823	£0	**£66,823**	**6%**
Other	£13,657	£0	**£13,657**	**1%**	£14,657	£0	**£14,657**	**1%**
Debt Securities								
Corporate Bonds (investment grade)	£32,978	£0	**£32,978**	**3%**	£32,374	£0	**£32,374**	**3%**
Corporate Bonds (non-investment grade)	£0	£0	**£0**	**0%**	£0	£0	**£0**	**0%**
UK Government	£44,906	£0	**£44,906**	**4%**	£48,775	£0	**£48,775**	**5%**
Other	£41,353	£0	**£41,353**	**4%**	£35,139	£0	**£35,139**	**3%**
Private Equity								
All	£0	£63,994	**£63,994**	**6%**	£0	£60,994	**£60,994**	**6%**
Real Estate								
UK Property	£0	£53,038	**£53,038**	**5%**	£0	£62,561	**£62,561**	**6%**
Overseas Property	£0	£0	**£0**	**0%**	£0	£0	**£0**	**0%**
Investment Funds and Unit Trusts								
Equities	£18,338	£0	**£18,338**	**2%**	£55,717	£0	**£55,717**	**5%**
Bonds	£102,159	£0	**£102,159**	**10%**	£107,654	£0	**£107,654**	**10%**
Infrastructure	£0	£85,233	**£85,233**	**8%**	£0	£88,658	**£88,658**	**8%**
Other	£26,763	£131,951	**£158,714**	**16%**	£24,157	£127,711	**£151,869**	**14%**
Derivatives								
Other	(£619)	£0	**(£619)**	**0%**	(£5,502)	£0	**(£5,502)**	**-1%**
Cash and Cash Equivalents								
All	£30,969	£0	**£30,969**	**3%**	£34,398	£0	**£34,398**	**3%**
Total Assets	**£682,233**	**£334,215**	**£1,016,448**	**100%**	**£746,725**	**£339,924**	**£1,086,649**	**100%**

Basis for Estimating Assets and Liabilities
Liabilities have been assessed on an actuarial basis using the projected unit credit method, an estimate of the pensions that will be payable in future years dependent on assumptions about mortality rates, salary levels etc.

Both the Local Government Pension Scheme and Discretionary Benefits liabilities have been assessed by Hymans Robertson LLP, an independent firm of actuaries, estimates being based on the latest full valuation of the scheme as at 31 March 2026.

The significant assumptions used by the actuary have been:

Significant Assumptions	2024/25	2025/26
Mortality Assumptions:		
Longevity at 65 for Current Pensioners:		
- men	20.4	21.0
- women	23.4	23.9
Longevity at 65 for Future Pensioners:		
- men	21.0	21.7
- women	24.8	25.2
Rate of Inflation	2.75%	3.00%
Rate of Increase in Salaries	3.55%	4.50%
Rate of Increase in Pensions	2.75%	3.00%
Rate for Discounting Scheme Liabilities	5.80%	6.20%

The estimation of the defined benefit obligations is sensitive to the actuarial assumptions set out in the table above. The sensitivity analysis below has been determined based on reasonably possible changes of the assumptions occurring at the end of the reporting period and assumes for each change that the assumption analysed changes while all the other assumptions remain constant.

The assumptions in longevity, for example, assume that life expectancy increases or decreases for men and women. In practice, this is unlikely to occur, and changes in some of the assumptions may be interrelated.

The estimations in the sensitivity analysis have followed the accounting policies for the scheme, i.e. on an actuarial basis using the projected unit credit method. The methods and types of assumptions used in preparing the sensitivity analysis below did not change from those used in the previous period.

Change in Assumptions at 31 March 2026	Approximate % Increase to Defined Benefit Obligation	Approximate Monetary Amount (£000s)
0.1% Decrease in Real Discount Rate	1%	£11,473
0.1% Increase in the Salary Increase Rate	0%	£509
0.1% Increase in the Pension Increase Rate	1%	£10,950
1 year Increase in Member Life Expectancy	4%	£31,847

Impact on the Authority's Cash Flows
The objectives of the scheme are to keep employers' contributions at as constant a rate as possible. Funding levels are monitored on an annual basis. The next triennial valuation is due to be completed on 31 March 2026.

The scheme will need to take account of the national changes to the scheme under the Public Pensions Services Act 2013. Under the Act, the Local Government Pension Scheme in England and Wales and other main existing public service schemes may not provide benefits in relation to service after 31 March 2014 (or service after 31 March 2015 for other main existing public service pension schemes in England and Wales). The Act provides regulations for the scheme to be made within a common framework, to establish new career average revalued earnings schemes to pay pensions and other benefits.

The Council's estimated Employer's contributions for the period to 31 March 2027 will be approximately £14,323,000.

Bury Pension Guarantees
The Council has pension guarantees in place for two organisations Addiction Dependency Solutions and Persona Care and Support Ltd. The guarantees identified are those which the Council has an agreement in place with GMPF. Valuations have been obtained on both an on-going and cessation basis.

We have determined that these pension guarantees meet the definition of an insurance contract in accordance with IFRS4. IFRS4 defines an insurance contract as:
A contract under which one party (the insurer) accepts significant insurance risk from another party (the policyholder) by agreeing to compensate the policyholder if a specified uncertain future event (the insured event) adversely affects the policyholder.

The Council is the insurer and through the provision of the pension guarantee is accepting the risk of the admission body being unable to fund the benefits earned by its employees.

We have assessed the nature and extent of potential liabilities in respect of these guarantees and the likelihood of cash outflow is low. If any guarantee was invoked, this would be valued on an ongoing basis as the net surplus/liability would be added to the BMBC sub fund as we are a continuing employer.

The overall net surplus/deficit position for guarantees valued on an ongoing basis is a net surplus position – because there is a net surplus and because the likelihood of cash outflow is considered to be remote, no liabilities have been included in the Council's financial statements at 31 March 2026.

39. Contingent Liabilities

A contingent liability is a potential liability which depends on the occurrence or non-occurrence of one or more uncertain future events. The Council has identified the following contingent liabilities as at 31 March 2026.

Municipal Mutual Insurance Ltd
On 30 September 1992 the Council's then insurers, MMI Ltd, announced that they were no longer accepting new business. On the 13 November 2012 the directors of MMI triggered a Scheme of Arrangement which now means that the Council may be required to repay amounts for claims previously settled. The scheme provides that following a Trigger Event a levy may be imposed on all those creditors that have been paid in respect of established scheme liabilities, this rate is currently 25%.

The established scheme liabilities of gross claim payments at 31 March 2026 is £0.709m which would attract a levy of £0.165m should a Trigger Event arise. The amended liability that the Council may be required to repay is £0.544m (£0.709m less £0.165m levy) in respect of claims previously settled.

At 31 March 2026, there are no outstanding claims with MMI.

40. Contingent Assets

A contingent asset is an asset that may be received but only if a future event occurs that is not under the control of the Council. The Council has identified no contingent assets as at 31 March 2026.

Housing Revenue Account

Income and Expenditure Statement

This statement shows the economic cost in the year of providing housing services in accordance with generally accepted accounting practices rather than the amount to be funded from rents and government grants. Authorities charge rents to cover expenditure in accordance with legislative framework; this may be different from the accounting cost. The increase or decrease in the year, on the basis of which rents are raised, is shown in the Movement on the HRA Statement.

Since April 2005 the Council's housing stock has been managed by an Arm's Length Management Organisation, Six Town Housing, however on the 1 February 2024 the Council terminated this arrangement and brought the management of the Council's housing stock back in-house.

HRA Income and Expenditure Statement	Note	2024/25 £000s	2025/26 £000s
Income			
Dwelling Rents		(£36,745)	(£37,055)
Non-Dwelling Rents		(£233)	(£232)
Charges for Services and Facilities		(£1,132)	(£1,165)
Contributions Towards Expenditure		(£1,234)	(£264)
Sums Directed by the Secretary of State that are Income in Accordance with Proper Practices		£0	£0
Total Income		**(£39,344)**	**(£38,715)**
Expenditure			
Repairs and Maintenance		£9,335	£10,628
Supervision and Management		£9,866	£10,790
Special Services		£1,328	£1,395
Rents, Rates, Taxes & Other Charges		£183	£106
Depreciation, Impairment and Revaluation Losses of HRA Non-current Assets	5,6	£7,569	£8,326
Debt Management Costs		£25	£12
Movement in the Allowance for Bad Debts	8	£335	£98
Total Expenditure		**£28,641**	**£31,355**
Net Cost of HRA Services as included in the Comprehensive Income and Expenditure Statement		**(£10,703)**	**(£7,360)**
HRA Services Share of Corporate and Democratic Core		£418	£384
Net Cost of HRA Services		**(£10,285)**	**(£6,976)**
HRA Share of Operating Income and Expenditure included in the Comprehensive Income and Expenditure Statement:			
(Gain)/Loss on Sale of HRA Non-Current Assets		(£706)	(£1,212)
Interest Payable and Similar Charges		£4,570	£5,357
Net Interest on the Net Defined Benefit Liability (Asset)		(£301)	(£723)
Interest and Investment Income		(£649)	(£8,144)
Capital Grants and Contributions		(£2,800)	(£1,308)
(Surplus) or Deficit for the Year on HRA Services		**(£10,170)**	**(£13,005)**

Movement on the Housing Revenue Account Statement

Movement on the HRA Statement		2024/25 £000s	2025/26 £000s
Balance on the HRA at the End of the Previous Reporting Period		**(£10,510)**	**(£16,746)**
(Surplus) or Deficit for the Year on the HRA Income and Expenditure Statement		(£10,170)	(£13,005)
Adjustments between Accounting Basis and Funding Basis Under Statute		£3,933	£9,891
Net (Increase) or Decrease before Transfers to or from Reserves		**(£6,236)**	**(£3,115)**
Transfers to/(from) Earmarked Reserves		£0	£0
(Increase) or Decrease in Year on the HRA		**(£6,236)**	**(£3,115)**
Balance on the HRA at the End of the Current Reporting Period		**(£16,746)**	**(£19,861)**

Adjustments between Accounting Basis and Funding Basis Under Statute

Adjustments between Accounting Basis and Funding Basis Under Statute		2024/25 £000s	2025/26 £000s
Analysis of Adjustments between Accounting Basis and Funding Basis Under Statute			
Holiday Pay (transferred to the Accumulated Absences Reserve)		(£5)	£2
Gain or Loss on Sale of HRA Non-Current Assets		£706	£1,212
HRA Share of Contributions to or from the Pensions Reserve		£384	£995
Capital Expenditure Funded by the HRA		£0	£0
Transfer to/from the Major Repairs Reserve		£7,414	£8,072
Transfer to/from the Capital Adjustment Account		(£4,770)	(£7,018)
HRA Revenue Provision for Debt Repayment		£204	£105
Insertion Statutory Prem/Disc to FIAA		£0	£6,523
Net Adjustment		**£3,933**	**£9,891**

Notes to the Housing Revenue Account

01. Housing Stock

In preparing the HRA budget, the Council needs to estimate the total level of income it can raise from rents. In doing so it takes account of current rental income, any likely changes in the size and composition of the Housing Stock and the estimated loss of income from unoccupied dwellings.

The numbers of each type of property at 31 March were:

Housing Stock	Restated 2024/25	2025/26
Flats & maisonettes	3,282	3,271
Bungalows	803	803
Houses	3,587	3,528
Total	**7,672**	**7,602**

The total housing stock numbers for 2025/26 excludes 72 (46 in 2024/25) Council houses that were disposed of during the financial year.

The total capital receipts realised from the disposal of Council houses during the year was £5.642m (£3.458m in 2024/25). The figure represents the total selling price of Council houses (net of Right to Buy discount) and other repaid discounts relating to previous sales.

The value of the housing stock was:

Housing Stock Value	2024/25 £000s	2025/26 £000s
Dwellings	287,135	259,186
Land	81,300	111,081
Shops, Offices and Garage Colonies	2,782	2,647
Total	**£371,217**	**£372,914**

02. Vacant Possession

The Vacant Possession Value (VPV) of dwellings within the Council's HRA as at 31 March 2026 was £925.67m representing an increase of approximately 0.5% over the 31 March 2025 figure of £921.08m.

The new value was established as a result of the revaluation of the Housing Stock completed in the year.

The VPV is an opinion of the best sale price that could have been obtained for the properties on the date of the valuation. The Balance Sheet value of dwellings within the HRA contains an adjustment factor advised by Government to reflect the fact that the properties have sitting tenants enjoying sub-market rents and rights, including 'right-to-buy'. This reflects the economic cost to the Government of providing council housing at less than open market rents.

The current adjustment factor for the North West and Merseyside Region originally set from April 2016 at 40% by DCLG remains, resulting in an adjusted value of £370.0m at the valuation in 2026, compared to an adjusted value of £369m at valuation in 2025.

03. Major Repairs Reserve (MRR)

The Major Repairs Allowance (MRA), that used to be paid in past years as part of the HRA subsidy provided authorities with the resources needed to maintain the value of their housing stock over time.

Under the new self-financing model Authorities can use, based on a componentised calculation for depreciation, that is transferred during the year into the Major Repairs Reserve and equates to an amount not less than the previous MRA amount.

Major Repairs Reserve (MRR)	2024/25 £000s	2025/26 £000s
Balance as at 1st April	**£0**	**£13**
Transferred to MRR During the Year	£7,414	£8,072
Debits in Respect of Financing Capital Expenditure within HRA	(£7,401)	(£8,072)
Balance as at 31st March	**£13**	**£13**

04. Capital Expenditure within HRA

The 1989 Act gives local authorities the discretion to finance expenditure for HRA capital purposes from the HRA.

Capital Expenditure within the HRA	2024/25 £000s	2025/26 £000s
Total capital expenditure within the HRA	**£15,210**	**£19,174**
Financed by:		
Capital Receipts	£2,627	£3,675
Government Grants And Other Contributions	£2,779	£1,308
Major Repairs Reserve	£7,401	£8,072
Direct Revenue Contributions	£0	£0
Borrowing	£2,402	£6,119
Total	**£15,209**	**£19,174**

05. Depreciation

The HRA is charged an amount for depreciation of assets.

HRA Depreciation	2024/25 £000s	2025/26 £000s
Council Dwellings	£7,321	£7,962
Shops, Offices and Garage Colonies	£93	£110
Total	**£7,414**	**£8,072**

06. Revenue Expenditure Funded From Capital Under Statute

No revenue expenditure funded from capital under statute is attributable to the HRA.

07. Rent Arrears / Impairment Allowance

Rent Arrears

The rent arrears as at 31 March 2026 totalled £2.818m, and at 31 March 2025 totalled £2.750m.

Of the arrears at 31 March 2026, 73.2% related to current tenants (70.4% at 31 March 2025) and 26.8% related to former tenants (29.6% at 31 March 2025).

Impairment Allowance

Rents Impairment Allowance	2024/25 £000s	2025/26 £000s
Opening credit loss Provision	**£2,216**	**£2,474**
Additional Provisions Made In-Year	£335	£98
Amounts Written-off In-Year	(£77)	(£102)
Net increase / (decrease)	**£258**	**(£4)**
Closing Impairment Allowance	**£2,474**	**£2,470**

The Collection Fund

Collection Fund Statement:

Income and Expenditure Account	Note	2024/25 Council Tax £000s	2024/25 NNDR £000s	2024/25 Total £000s	2025/26 Council Tax £000s	2025/26 NNDR £000s	2025/26 Total £000s
Income							
Council Tax	1	(£134,140)	£0	**(£134,140)**	(£142,549)	£0	**(£142,549)**
Council Tax Annexe Grant		£0	£0	**£0**	£0	£0	**£0**
Business Rates Receivable	2	£0	(£48,541)	**(£48,541)**	£0	(£52,025)	**(£52,025)**
Transitional Protection Receipt		£0	(£78)	**(£78)**	£0	(£40)	**(£40)**
Contributions towards Previous Year's Deficit:							
Bury MBC		£0	(£5,361)	**(£5,361)**	£0	(£268)	**(£268)**
GMCA Police & Crime Commissioner		£0	£0	**£0**	£0	£0	**£0**
GMCA Fire		£0	(£54)	**(£54)**	£0	(£3)	**(£3)**
Total Income		**(£134,140)**	**(£54,034)**	**(£188,174)**	**(£142,549)**	**(£52,337)**	**(£194,886)**
Expenditure							
Precepts and Demands on Collection Fund:							
Bury MBC		£110,199	£45,950	**£156,149**	£118,296	£49,803	**£168,098**
GMCA Police & Crime Commissioner		£14,714	£0	**£14,714**	£15,866	£0	**£15,866**
GMCA Fire		£6,484	£464	**£6,948**	£7,569	£503	**£8,072**
Transitional Protection Payments		£0	£0	**£0**	£0	£0	**£0**
Cost of Collection		£0	£234	**£234**	£0	£235	**£235**
Disregards: Renewable Energy		£0	£0	**£0**	£0	£0	**£0**
Impairment of Debts/Appeals:							
Write-offs of Uncollectable Amounts		£0	£0	**£0**	£0	£0	**£0**
Increase/(Decrease) in the Allowance for Impairment of Debt		£1,583	(£26)	**£1,557**	£2,962	£657	**£3,619**
Increase/(Decrease) in the Allowance for Impairment of Arrears		£0	£1,550	**£1,550**	£0	£646	**£646**
Contributions towards Previous Year's Surplus:							
Bury MBC		£732	£0	**£732**	£1,054	£0	**£1,054**
GMCA Police & Crime Commissioner		£98	£0	**£98**	£141	£0	**£141**
GMCA Fire		£43	£0	**£43**	£62	£0	**£62**
Total Expenditure		**£133,853**	**£48,172**	**£182,024**	**£145,950**	**£51,844**	**£197,793**
Opening Fund Balance		(£630)	£6,096	**£5,466**	(£918)	£233	**(£684)**
Closing Fund Balance		(£918)	£233	**(£684)**	£2,483	(£260)	**£2,223**
Movement on Fund Balance		**(£287)**	**(£5,863)**	**(£6,150)**	**£3,401**	**(£493)**	**£2,908**

Notes to the Collection Fund Statement

01. Council Tax

Council Tax Band	Valuation	Total Number of Dwellings	Specified Ratio	Band D Equivalent
A reduced	Less than £40,000	65	5/9	**36**
A	Less than £40,000	20,647	6/9	**13,765**
B	£40,000 to £52,000	15,299	7/9	**11,899**
C	£52,000 to £68,000	15,309	8/9	**13,608**
D	£68,000 to £88,000	9,568	9/9	**9,570**
E	£88,000 to £120,000	5,244	11/9	**6,409**
F	£120,000 to £160,000	1,772	13/9	**2,559**
G	£160,000 to £320,000	1,229	15/9	**2,048**
H	More than £320,000	155	18/9	**309**
Total		**69,287**		**60,203**
Less Allowance for Losses on Collection			-2.50%	**(£1,505)**
Council Tax Base 2025/26				**58,698**

The actual number of properties was 85,370 but after adjusting for single person discounts, empty properties etc, the Band D equivalent number of dwellings is 60,203.

The Band D Council Tax levied for 2025/26 was £2,414.58 (£2,288.80 in 2024/25):

Band D Council Tax Levied	2024/25 £000s	2025/26 £000s
Bury Council	£1,919.55	£2,015.33
GMCA Police & Crime Commissioner	£256.30	£270.30
GMCA Fire	£112.95	£128.95
Total	**£2,288.80**	**£2,414.58**

02. National Non-Domestic Rates (NNDR)

The Council collects NNDR in respect of business premises by applying a rate poundage set by central Government to the rateable value of the premises.

The national multipliers for 2025/26 were 49.9p for qualifying small businesses (49.9p in 2024/25) and the standard multiplier being 55.5p for all other businesses (54.6p in 2024/25).

The estimated non-domestic rateable value of the Borough at 31 March 2026 is £134.069m (£135.47m as at 31 March 2025).

The Group Accounts

Introduction

The CIPFA Code of Practice requires that where a Council has material financial interests and a significant level of control over one or more entity, it should prepare Group Accounts. The aim of these statements is to give an overall picture of the Authority's financial activities and the resources employed in carrying out those activities.

Definitions
- A group is a parent and all its subsidiaries.
- Group accounts are the financial statements of a group in which the assets, liabilities, reserves, income, expenses, and cash flows of the parent (reporting authority) and its subsidiaries plus the investments in associates and interests in joint ventures are presented as those of a single economic entity.
- A subsidiary is an entity, including an unincorporated entity such as a partnership that is controlled by another entity (known as the parent).
- A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the arrangement.

Group Accounts Preparation
The Council has prepared the following Group Accounts due to:

The Council relationship with three organisations over which it has substantial control and influence that have been identified as Subsidiaries of Bury Council, of:
- Six Town Housing Ltd
- Bury MBC Townside Fields Ltd
- Persona Care and Support Ltd and Persona Group Ltd

Basis of consolidation, line-by-line consolidation
- Adding like items of assets, liabilities, reserves, income, and expenses together line by line to those of other group members in the financial statements.
- Intragroup balances and transactions are eliminated in full.
- 100% of all other balances and transactions are consolidated.

The two joint arrangements formed during 2022/23, whereby the Council has agreed to share joint control and has rights to the net assets of the arrangement, have been classed as a Joint Venture, of:
- Bury Bruntwood (Millgate) LLP
- The Prestwich Regeneration LLP

Basis of consolidation, equity method
- Adjusting the investment originally recognised at cost for the Councils post-acquisition change in its share of the net assets of the investee and including the Councils share of profits and losses in the group Comprehensive Income and Expenditure Statement.
- The Councils share of profits or losses generated by transactions between the group members (e.g. sales of assets) are eliminated.

The Group Accounts comprise the following key financial statements (with appropriate disclosures):
- Group Comprehensive Income and Expenditure Statement.
- Group Movement in Reserves Statement.
- Group Balance Sheet; and
- Group Cash Flow Statement.

Group Comprehensive Income and Expenditure Statement

Restated 2024/25			Comprehensive Income and Expenditure Statement		2025/26		
Gross Expenditure £000s	**Gross Income £000s**	**Net Expenditure £000s**	**Description**	**Note**	**Gross Expenditure £000s**	**Gross Income £000s**	**Net Expenditure £000s**
£165,308	(£57,190)	**£108,119**	Health and Adult Care		£173,632	(£60,759)	**£112,873**
£223,825	(£148,777)	**£75,048**	Children & Young People		£237,772	(£152,766)	**£85,006**
£39,862	(£19,026)	**£20,837**	Place		£48,349	(£23,704)	**£24,645**
£30,948	(£12,137)	**£18,811**	Strategy & Transformation		£34,262	(£14,702)	**£19,560**
£33,615	(£33,617)	**(£2)**	Housing General Fund		£28,390	(£28,257)	**£133**
£10,275	(£5,223)	**£5,052**	Non-Service Specific		£3,615	(£4,843)	**(£1,228)**
£27,849	(£38,478)	**(£10,629)**	Housing Revenue Account		£32,331	(£39,386)	**(£7,055)**
£531,683	**(£314,447)**	**£217,236**	**Cost of Services**		**£558,351**	**(£324,417)**	**£233,934**
£63,450	£0	**£63,450**	Other Operating Expenditure		£51,382	£0	**£51,382**
£2,064	(£7,017)	**(£4,953)**	Financing & Investment Income & Expenditure		(£5,353)	(£22,314)	**(£27,667)**
£0	(£246,474)	**(£246,474)**	Taxation & Non-Specific Grant Income & Expenditure		£0	(£267,638)	**(£267,638)**
£597,197	**(£567,938)**	**£29,259**	**(Surplus) or Deficit On Provision of Services**		**£604,380**	**(£614,369)**	**(£9,988)**
		£732	Share of the (Surplus) or Deficit on the Provision of Services by Associates and Joint Ventures	07			**£1,317**
		£260	Tax Expenses of Subsidiaries (Group)				**£173**
		£0	Tax Expenses of Associates and Joint Ventures				**£0**
		£30,251	**Group (Surplus) or Deficit**				**(£8,499)**
		(£94,964)	(Surplus)/Deficit on Revaluation of Property, Plant & Equipment				**(£9,200)**
		£2,880	(Surplus)/Deficit from Investments in Equity Instruments Designated at Fair Value through Comprehensive Income				**£6,420**
		(£127,915)	Actuarial (gains)/losses on the Remeasurement of the Net Defined Benefit Liability/(Asset)				**£15,718**
		£142,953	Asset Ceiling Adjustment				**£7,038**
		(£77,046)	**Total Other Comprehensive Income & Expenditure**				**£19,976**
		(£46,795)	**Total Comprehensive Income & Expenditure**				**£11,478**

Group Movement in Reserves Statement

	General Fund Balances £'000	Earmarked General Fund Reserves £'000	**Total General Fund Balance £'000**	HRA Balances £'000	Earmarked HRA Reserve £'000	Capital Receipts Reserve £'000	Major Repairs Reserve £'000	Capital Grants Unapplied £'000	**Total Usable Reserves £'000**	Unusable Reserves £'000	**Total Council Reserves £'000**	Council Share of Reserves of Subsidiaries, Associates & Joint Ventures £'000	**Total Group Reserves £'000**
Balance at 31 March 2025	**(10,000)**	**(56,291)**	**(66,291)**	**(16,746)**	**0**	**(16,769)**	**(13)**	**(28,935)**	**(128,753)**	**(472,104)**	**(600,857)**	**(9,090)**	**(609,946)**
Movement in Reserves during 2025-26													
(Surplus)/Deficit on the Provision of Services	(8,774)	0	**(8,774)**	(12,995)	0	0	0	0	**(21,769)**	0	**(21,769)**	13,271	**(8,498)**
Other Comprehensive (Income) and Expenditure	0	0	**0**	0	0	0	0	0	**0**	18,703	**18,703**	1,273	**19,976**
Total Comprehensive Income and Expenditure	**(8,774)**	**0**	**(8,774)**	**(12,995)**	**0**	**0**	**0**	**0**	**(21,769)**	**18,703**	**(3,066)**	**14,544**	**11,478**
Adjustments between Group Accounts and Council Accounts	13,029	0	**13,029**	(10)	0	0	0	0	**13,019**	0	**13,019**	(13,019)	**0**
Adjustments between accounting basis and funding basis under regulations	15,145	0	**15,145**	9,890	0	1,124	0	(2,957)	**23,202**	(23,202)	**0**	0	**0**
Net Increase/(Decrease) before Transfers Between Reserves	**19,400**	**0**	**19,400**	**(3,115)**	**0**	**1,124**	**0**	**(2,957)**	**14,452**	**(4,499)**	**9,953**	**1,525**	**11,478**
Transfers to / from Earmarked Reserves	(19,400)	19,400	**0**	0	0	0	0	0	**0**	0	**0**	0	**0**
Increase/(Decrease) in Year	**0**	**19,400**	**19,400**	**(3,115)**	**0**	**1,124**	**0**	**(2,957)**	**14,452**	**(4,499)**	**9,953**	**1,525**	**11,478**
Balance at 31 March 2026	**(10,000)**	**(36,891)**	**(46,891)**	**(19,861)**	**0**	**(15,645)**	**(13)**	**(31,892)**	**(114,301)**	**(476,603)**	**(590,904)**	**(7,564)**	**(598,468)**

The following table is provided for comparative purposes:

	General Fund Balances £'000	Earmarked General Fund Reserves £'000	**Total General Fund Balance £'000**	HRA Balances £'000	Earmarked HRA Reserve £'000	Capital Receipts Reserve £'000	Major Repairs Reserve £'000	Capital Grants Unapplied £'000	**Total Usable Reserves £'000**	Unusable Reserves £'000	**Total Council Reserves £'000**	Council Share of Reserves of Subsidiaries, Associates & Joint Ventures £'000	**Total Group Reserves £'000**
Balance at 31 March 2024	**(10,000)**	**(83,161)**	**(93,161)**	**(10,510)**	**0**	**(18,710)**	**0**	**(28,098)**	**(150,479)**	**(393,846)**	**(544,325)**	**(18,826)**	**(563,151)**
Movement in Reserves during 2024-25													
(Surplus)/Deficit on the Provision of Services	27,529	0	**27,529**	(10,800)	0	0	0	0	**16,729**	0	**16,729**	13,522	**30,251**
Other Comprehensive (Income) and Expenditure	0	0	**0**	0	0	0	0	0	**0**	(84,752)	**(84,752)**	7,706	**(77,046)**
Total Comprehensive Income and Expenditure	**27,529**	**0**	**27,529**	**(10,800)**	**0**	**0**	**0**	**0**	**16,729**	**(84,752)**	**(68,023)**	**21,228**	**(46,795)**
Adjustments between Group Accounts and Council Accounts	10,861	0	**10,861**	630	0	0	0	0	**11,491**	0	**11,491**	(11,491)	**0**
Adjustments between accounting basis and funding basis under regulations	(11,635)	0	**(11,635)**	3,933	0	1,941	(13)	(722)	**(6,494)**	6,494	**0**	0	**0**
Net Increase/(Decrease) before Transfers Between Reserves	**26,755**	**0**	**26,755**	**(6,236)**	**0**	**1,941**	**(13)**	**(722)**	**21,726**	**(78,258)**	**(56,532)**	**9,737**	**(46,795)**
Transfers to / from Earmarked Reserves	(26,755)	26,870	**115**	0	0	0	0	(115)	**0**	0	**0**	0	**0**
Increase/(Decrease) in Year	**0**	**26,870**	**26,870**	**(6,236)**	**0**	**1,941**	**(13)**	**(837)**	**21,726**	**(78,258)**	**(56,532)**	**9,737**	**(46,795)**
Balance at 31 March 2025	**(10,000)**	**(56,291)**	**(66,291)**	**(16,746)**	**0**	**(16,769)**	**(13)**	**(28,935)**	**(128,753)**	**(472,104)**	**(600,857)**	**(9,090)**	**(609,946)**

Group Balance Sheet

31 March 2025 £000s	Balance Sheet Description	2021 Note	31 March 2026 £000s
£740,699	Property, Plant & Equipment		£789,884
£26,353	Heritage Assets		£26,355
£26,348	Investment Property		£27,727
£3,385	Intangible Assets		£2,773
£47,820	Long-Term Investments		£41,400
£10,489	Investments In Associates & Joint Ventures	07	£9,172
£51,255	Long-Term Debtors		£50,118
£0	Net Pension Asset		£0
£906,348	**LONG TERM ASSETS**		**£947,430**
£20,700	Short-Term Investments		£14,618
£4,953	Assets Held For Sale		£385
£2,081	Stocks & Work in Progress		£1,991
£63,402	Short-Term Debtors		£84,727
£10,236	Cash and Cash Equivalents		£2,935
£101,372	**CURRENT ASSETS**		**£104,656**
(£24,868)	Short-Term Borrowing		(£38,999)
(£49,308)	Short-Term Creditors		(£39,157)
(£2,830)	Short-Term Provisions		(£4,051)
(£3,304)	Revenue Grants in Advance		(£3,279)
(£80,310)	**CURRENT LIABILITIES**		**(£85,485)**
(£139)	Long-Term Creditors		(£139)
(£8,489)	Long-Term Provisions		(£8,305)
(£270,177)	Long-Term Borrowing		(£330,877)
(£482)	Deferred Liabilities		(£488)
£0	Pension Liability		£0
(£10,349)	Other Long Term Liabilities		(£9,943)
(£27,827)	Capital Grants Receipts in Advance		(£18,379)
(£317,463)	**LONG TERM LIABILITIES**		**(£368,129)**
£609,948	**NET ASSETS**		**£598,471**
(£128,753)	Usable Reserves		(£114,301)
(£472,104)	Unusable Reserves		(£476,603)
(£9,090)	Council Share of Reserves of Subsidiaries, Associates & Joint Ventures		(£7,566)
(£609,946)	**TOTAL RESERVES**		**(£598,471)**

Group Cash Flow Statement

Cash Flow Statement	Note	2024/25 £000s	2025/26 £000s
Net (Surplus) or Deficit on the Provision of Services		£29,259	(£9,988)
Adjustment to Net (Surplus) or Deficit on the Provision of Services for Non-Cash Movements		(£66,543)	(£10,099)
Adjust for Items Included in the Net (Surplus) or Deficit on the Provision of Services that are Investing and Financing Activities		£39,816	£44,918
Net Cash flows from Operating Activities		**£2,532**	**£24,830**
Net Cash Flows from Investing Activities		£40,622	£51,221
Net Cash Flows from Financing Activities		(£43,614)	(£68,749)
Net Increase or (Decrease) in Cash and Cash Equivalents		**(£460)**	**£7,302**
Cash and Cash Equivalents at the Beginning of the Reporting Period		(£9,775)	(£10,236)
Cash and Cash Equivalents at the End of the Reporting Period		**(£10,235)**	**(£2,934)**

Operating Activities
The cash flows for Operating Activities include the following items:

Group - Operating Activities	2024/25 £000s	2025/26 £000s
Interest Received	(£5,589)	(£5,434)
Interest Paid	£11,172	£7,471
Dividends Received	(£3,158)	(£1,040)

The surplus or deficit on the provision of services has been adjusted for the following non-cash movements:

Non-Cash Movements	2024/25 £000s	2025/26 £000s
Depreciation	(£22,561)	(£21,813)
Impairment and Downward Valuations	(£2,939)	(£3,841)
Amortisation	(£1,771)	(£1,559)
Increase/(Decrease) in Impairment for Credit Losses	(£4,077)	(£3,696)
Increase/(Decrease) in Creditors	£49	£4,183
(Increase)/Decrease in Debtors	(£1,412)	£24,754
(Increase)/Decrease in Inventories	£331	(£90)
Movement in Pension Liability	£7,803	£22,756
Carrying Amount of Non-current Assets and Non-current Assets Held for Sale, Sold or Derecognised	(£41,285)	(£31,181)
Other Non-cash Items Charged to the Net (Surplus) or Deficit on the Provision of Services:		
(Increase)/Decrease in Provisions	(£1,319)	(£1,043)
Movements in the Value of Investment Properties	£987	£1,224
(Increase)/Decrease in Accumulated Absences	(£362)	£207
Amortisation of Government Grants	£14	£0
	(£66,543)	**(£10,099)**

The surplus or deficit on the provision of services has been adjusted for the following items that are investing and financing activities:

Investing and Financing Activities	2024/25 £000s	2025/26 £000s
Proceeds from Short-term (not considered to be cash equivalents) and Long-term Investments (includes investments in associates, joint ventures and subsidiaries)	£0	£0
Proceeds from the Sale of Property, Plant and Equipment, Investment Property and Intangible Assets	£5,854	£8,431
Grant Receipts for the Financing of New Capital Expenditure	£33,962	£36,487
	£39,816	**£44,918**

Investing Activities

Cash Flow Statement - Investing Activities	2024/25 £000s	2025/26 £000s
Purchase of Property, Plant and Equipment, Investment Property and Intangible Assets	£67,628	£94,696
Purchase of Short-term and Long-term Investments	£487,622	£842,670
Other Payments for Investing Activities	£498	£0
Proceeds from the Sale of Property, Plant and Equipment, Investment Property and Intangible Assets	(£5,854)	(£8,431)
Proceeds from Short-term and Long-term Investments	(£474,789)	(£848,869)
(Proceeds) from Other Long Term Loans	(£370)	(£1,313)
Grant (Receipts) for the Financing of New Capital Expenditure	(£34,113)	(£27,533)
Net Cash Flows from Investing Activities	**£40,622**	**£51,221**

Financing Activities

Cash Flow Statement - Financing Activities	2024/25 £000s	2025/26 £000s
Cash (Receipts) of Short-Term and Long-Term Borrowing	(£98,000)	(£207,176)
Cash (Receipts) from Other Short-Term and Long-Term Liabilities	£0	£0
Repayments of Short-Term and Long-Term Borrowing	£65,431	£121,334
Repayments of Other Short-Term and Long-Term Liabilities	£0	£0
Cash Payments for the Reduction of Outstanding Liabilities Relating to Finance Leases and on-Balance Sheet PFI Contracts	(£11,173)	£807
Discount/Premium on Early Repayment of Debt	£0	£15,437
Billing Authority Collection Fund Adjustments	£128	£849
Net Cash Flows from Financing Activities	**(£43,614)**	**(£68,749)**

Notes to the Group Accounts

Where figures in the Group accounts differ materially from the Council's accounts, the relevant explanatory notes have been prepared on a consolidated basis. The notes below give information on the areas that have materially changed on consolidation of the group entities into the Council's accounts.

The financial year of all the subsidiaries is the same as that of Bury Council, from 1 April to 31 March, therefore no adjustments are required regarding the accounting year. However, on the 1 February 2024 the Council terminated the management arrangement of the Council housing stock with Six Town Housing and brought the management of the Council's housing stock back in-house.

01. Accounting Policies

The accounting policies of the Council's consolidated subsidiary companies have been aligned with the Council's Accounting Policies set out in Note 1. Any statutory adjustments between the accounting basis and funding basis included in the Council's accounting policies do not apply to the subsidiary companies.

02. Bodies Consolidated

Subsidiaries

The Council has consolidated three of its Subsidiaries into its Group Accounts, these are Six Town Housing Ltd, Bury MBC Townside Fields Ltd and the Persona group of companies, Persona Care and Support Ltd and Persona Group Ltd.

Six Town Housing Ltd was set up to manage and maintain the housing stock of Bury Council. Six Town Housing has no share capital and is wholly owned by the Authority. It is an ALMO (arms-length management organisation) of the Council and is a company limited by guarantee. It was incorporated on 30 October 2003. On the 1 February 2024 the Council terminated this arrangement and brought the management of the Council's housing stock back in-house.

Percentage of voting rights:
The composition of the Board and the voting rights is as follows:

Board members	Members	% of voting Rights
Bury Council	4	100%
Tenant	-	-
Independent*	-	-
Advisory Director	-	-
**Includes Independent Chair*	**4**	**100%**

The related party transactions between Council Members on the board of Six Town Housing and Bury Council are detailed in Bury Council Statement of Accounts Note 34.

Six Town Housing's pre-audit accounts for the year ended 31 March 2026 have been used to prepare the group accounts. The company is audited by Horsfield and Smith Ltd.

Financial Transactions and Operations:
Six Town Housing made a profit before tax of £0.013m in 2025/26 compared to a profit before tax of £0.479m in 2024/25.

As a wholly owned subsidiary, the Council is committed that, in the event of Six Town Housing being wound up to contribute up to the limit of the guarantee. After the satisfaction of all the debts and liabilities the remaining assets will be transferred to the Council's Housing Revenue Account.

Bury Council has made several loans to Six Town Housing at commercial rates of interest, of:

Loans by Bury Council to Six Town Housing						
	No of Years of Loan	**2011/12 £000s**	**2013/14 £000s**	**2014/15 £000s**	**2015/16 £000s**	**Total £000s**
Redbank Housing Project	35.50	£1,140				**£1,140**
Mortgage Rescue	18.00		£410	£166		**£576**
AGMA Loans	25.00			£1,869	£250	**£2,119**
TOTAL		**£1,140**	**£410**	**£2,035**	**£250**	**£3,835**

The Persona group of companies comprise of Persona Group Ltd, and Persona Care and Support Ltd. These companies were formed to provide social care services to older people and people with disabilities. The company's share capital (Called up Share Capital £3) is wholly owned by Bury Council.

The Persona Group of companies pre-audit accounts for the year ended 31 March 2026 have been used to prepare the group accounts. Both companies are audited by Horsfield and Smith Ltd.

The Persona group of companies made profit before tax of £0.065m in 2025/26, compared to a profit before tax of £0.112m in 2024/25.

Bury Council paid management fees of £5.371m in 2025/36 (£9.414m in 2024/25).

Bury MBC Townside Fields Ltd was formed to facilitate the development of Knowsley Place and was incorporated on 14 October 2009. The company's share capital (Ordinary Share Capital £1) is wholly owned by Bury Council.

Bury MBC Townside Fields Limited pre-audit accounts for the year ended 31 March 2026 have been used to prepare the group accounts. The company is audited by Horsfield and Smith Ltd.

Bury MBC Townside Fields Limited made a loss before tax of £0.003m in 2025/26, compared to a loss before tax of £1.992m in 2024/25.

As at 31 March 2026, Bury Council has provided loans of £7.257m to Bury MBC Townside Fields Ltd.

Joint Ventures

Following the incorporation of the two Joint Ventures Bury Bruntwood (Millgate) LLP and The Prestwich Regeneration LLP, the Council has included the Council share of the Joint Ventures Net Assets and Financial Results into the Group Accounts for 2022/23.

Bury Bruntwood (Millgate) LLP (OC440763)
A 50/50 Joint Venture company was formed on 25 January 2022, between the Council and Bruntwood LLP, to acquire, hold and manage the Millgate Estate and Shopping Centre, alongside the development of a long-term masterplan to secure and enhance the estate in line with other important town centre projects, including the Flexi Hall and transport interchange.

Bury Bruntwood (Millgate) LLP published accounts for the year ended 31 March 2025 and for the period 1 April 2025 to 30 September 2025 and management accounts to the year ended 31 March 2026 have been used to prepare the group accounts.

Bury Bruntwood (Millgate) LLP acquired the Mill Gate Estate and Shopping Centre in April 2022, that was funded by the Council through PWLB borrowing and providing loans totalling £20.350m to the Joint Venture.

Bury Bruntwood (Millgate) LLP made a profit before tax of £0.550m in 2025/26, compared to a loss before tax of £0.315m in 2024/25.

The Prestwich Regeneration LLP (OC444311)
Following the Council acquisition of the Longfield Shopping Centre in July 2021, a 50/50 Joint Venture company was formed on 19 October 2022, between the Council and MUSE Developments Ltd, to shape a new masterplan for the site, creating new spaces to help people and businesses to thrive, with a mix of high-quality homes and family-friendly spaces, as well as a new community hub that promotes health and wellbeing.

The Prestwich Regeneration LLP published accounts for the year ended 31 December 2025 and management accounts to the year ended 31 March 2026 have been used to prepare the group accounts.

The Prestwich Regeneration LLP made a loss before tax of £0.255m in 2025/26, at the 31 March 2026 compared to a loss before tax of £0.243m in 2024/25.

03. Plant, Property and Equipment

Six Town Housing's Property, Plant & Equipment are included and valued at either historical cost or fair value determined by DRC. Persona Care & Support Ltd Property, Plant & Equipment are included and valued at historic cost in line with Bury Council's policy. Bury MBC Townside Fields Limited accounts show no Property, Plant & Equipment but Investment Properties.

Property, Plant and Equipment Note 2025/26	Council Dwellings £000s	Other Land & Buildings £000s	Vehicles, Plant & Equipment £000s	Community Assets £000s	Surplus Assets £000s	Assets Under Construction £000s	TOTAL £000s
Certified Value as at 1 April 2024	**£381,403**	**£225,042**	**£32,353**	**£10,020**	**£14,478**	**£42,669**	**£705,966**
Additions & Acquisitions	£19,334	£5,315	£1,101	£1,072	£0	£52,364	**£79,186**
Revaluations Recognised in the Revaluation Reserve	(£12,822)	£8,151	£0	£0	£1,288	£0	**(£3,383)**
Revaluations Recognised in the Surplus/Deficit on the Provision of Services	(£227)	(£1,856)	£0	£0	(£1,960)	£0	**(£4,043)**
Derecognition - Disposals							**£0**
Derecognition - Others	(£4,433)	(£25,313)	£0	£0	(£1,978)	£0	**(£31,724)**
Reclassifications & Asset Transfers	£0	£2,138	£0	(£90)	£351	£1,197	**£3,596**
Movement in Cost/Valuation	**£1,852**	**(£11,565)**	**£1,101**	**£982**	**(£2,299)**	**£53,561**	**£43,633**
Amount as at 31 March 2025	**£383,255**	**£213,478**	**£33,454**	**£11,002**	**£12,180**	**£96,230**	**£749,598**
Accumulated Depreciation & Impairments as at 1 April 2024	**(£264)**	**(£16,126)**	**(£21,421)**	**£0**	**£0**	**£0**	**(£37,811)**
Depreciation charged in year	(£8,336)	(£6,539)	(£2,601)	£0	£0	£0	**(£17,476)**
Depreciation written out to the Revaluation Reserve	£7,974	£4,609	£0	£0	£0	£0	**£12,583**
Depreciation written out to Surplus/Deficit on Provision of Services	£2	£200	£0	£0	£0	£0	**£202**
Derecognition - Disposals							
Derecognition - Other	£96	£1,094	£0	£0	£0	£0	**£1,189**
Reclassifications & Asset Transfers	£0	£0	£0	£0	£0	£0	**£0**
Movement in Depreciation & Impairment	**(£264)**	**(£637)**	**(£2,601)**	**£0**	**£0**	**£0**	**(£3,501)**
Amount as at 31 March 2025	**(£528)**	**(£16,763)**	**(£24,022)**	**£0**	**£0**	**£0**	**(£41,313)**
Opening NBV	**£381,139**	**£208,916**	**£10,931**	**£10,020**	**£14,478**	**£42,669**	**£668,154**
Total Movement	**£1,588**	**(£12,201)**	**(£1,499)**	**£982**	**(£2,299)**	**£53,561**	**£40,131**
Closing NBV	**£382,727**	**£196,715**	**£9,432**	**£11,002**	**£12,180**	**£96,230**	**£708,285**

The following table is provided for comparative purposes:

Property, Plant and Equipment Note 2024/25	Council Dwellings £000s	Other Land & Buildings £000s	Vehicles, Plant & Equipment £000s	Community Assets £000s	Surplus Assets £000s	Assets Under Construction £000s	TOTAL £000s
Certified Value as at 1 April 2023	**£310,449**	**£243,233**	**£30,120**	**£8,371**	**£19,922**	**£20,841**	**£632,936**
Additions & Acquisitions	£16,116	£2,551	£1,264	£1,526	£22	£23,139	**£44,617**
Revaluations Recognised in the Revaluation Reserve	£57,788	£17,804	£0	£0	£4,790	£0	**£80,383**
Revaluations Recognised in the (Surplus)/Deficit on the Provision of Services	(£156)	(£2,625)	£0	£0	(£292)	£0	**(£3,072)**
Disposals	(£2,750)	(£38,552)	£0	(£4)	(£3,432)	(£1,012)	**(£45,749)**
Reclassifications & Asset Transfers	(£45)	£2,631	£968	£127	(£6,533)	(£299)	**(£3,150)**
Other Movements in Cost or Valuation	£0	£0	£0	£0	£0	£0	**£0**
Movement in Cost/Valuation	**£70,954**	**(£18,191)**	**£2,231**	**£1,649**	**(£5,444)**	**£21,829**	**£73,028**
Amount as at 31 March 2024	**£381,403**	**£225,042**	**£32,352**	**£10,020**	**£14,478**	**£42,669**	**£705,964**
Accumulated Depreciation & Impairments as at 1 April 2023	**(£245)**	**(£18,623)**	**(£18,271)**	**£0**	**£0**	**£0**	**(£37,139)**
Depreciation charged In-year	(£7,678)	(£8,828)	(£2,672)	£0	£0	£0	(£19,177)
Depreciation written out to the Revaluation Reserve	£7,600	£6,980	£0	£0	£0	£0	£14,581
Depreciation written out to (Surplus)/Deficit on Provision of Services	£0	£133	£0	£0	£0	£0	£133
Impairments Recognised in the Revaluation Reserve	£0	£0	£0	£0	£0	£0	£0
Impairments Recognised in the (Surplus)/Deficit on the Provision of Services	£0	£0	£0	£0	£0	£0	£0
Depreciation Written out on Disposal	£58	£4,211	£11	£0	£0	£0	£4,279
Reclassifications & Asset Transfers	£1	£0	(£489)	£0	£0	£0	(£488)
Other Movements in Depreciation and Impairment	£0	£0	£0	£0	£0	£0	£0
Movement in Depreciation & Impairment	**(£19)**	**£2,497**	**(£3,150)**	**£0**	**£0**	**£0**	**(£672)**
Amount as at 31 March 2024	**(£264)**	**(£16,126)**	**(£21,421)**	**£0**	**£0**	**£0**	**(£37,811)**
Opening NBV	**£310,204**	**£224,610**	**£11,849**	**£8,371**	**£19,922**	**£20,841**	**£595,797**
Total Movement	**£70,935**	**(£15,694)**	**(£919)**	**£1,649**	**(£5,444)**	**£21,829**	**£72,356**
Closing NBV	**£381,139**	**£208,916**	**£10,931**	**£10,020**	**£14,478**	**£42,669**	**£668,153**

Infrastructure Assets

Movements on balances

In accordance with the temporary relief offered by the Update to the Code on Infrastructure Assets this note does not include disclosure of gross cost and accumulated depreciation for infrastructure assets because historical reporting practices and resultant information deficits mean that this would not faithfully represent the asset position to the users of the financial statements. The authority has chosen not to disclose this information as the previously reported practices and resultant information deficits mean that gross cost and accumulated depreciation are not measured accurately and would not provide the basis for the users of the financial statements to take economic or other decisions relating to infrastructure assets.

The authority has chosen not to disclose this information as the previously reported practices and resultant information deficits mean that gross cost and accumulated depreciation are not measured accurately and would not provide the basis for the users of the financial statements to take economic or other decisions relating to infrastructure assets.

Infrastructure Assets	2024/25 £000s	2025/26 £000s
Certified Valuation or Cost at 1 April	**£65,774**	**£72,545**
Additions in Year	£9,802	£13,391
Reclassifications & Asset Transfers	£43	£0
Derecognition - Other	£310	£0
Depreciation charged in year	(£3,383)	(£4,337)
As at 31st March	**£72,545**	**£81,600**

As infrastructure assets are not being disclosed on the face of the Balance Sheet a reconciling note has been prepared:

PPE Assets	2024/25 £000s	2025/26 £000s
Infrastructure Assets	£72,545	£81,600
Other PPE Assets	£668,153	£708,285
Total PPE Assets	**£740,698**	**£789,885**

The authority has determined in accordance with Regulation [30M England] of the Local Authorities (Capital Finance and Accounting) (England/Wales) (Amendment) Regulations 2022 that the carrying amounts to be derecognised for infrastructure assets when there is replacement expenditure is nil.

04. Pensions

Employees of Bury Council are enrolled in the Greater Manchester Pension Fund (GMPF). Employees of Persona Care and Support Limited who retain protected employment rights prior to 1 October 2015 are also enrolled in the Greater Manchester Pension Fund.

Each entity accounts individually for its net defined benefit cost and the resultant asset or liability.

The single entity also participates in the Teachers' Pension Scheme and the NHS Pensions scheme, details of which are given in the single entity statements Note 37.

The following transactions have been made in the Group Comprehensive Income and Expenditure Statement and the Balances via the Movement in Reserves Statement during the year:

Comprehensive Income and Expenditure Statement	**2024/25 £000s**	**2025/26 £000s**
Cost of Services:		
Service Cost Comprising:		
Current Service Cost	£16,533	£12,565
Past Service Cost (including curtailments)	£2,000	£2,487
(Gain)/Loss from Settlements	£2,206	£1,427
Total Service Cost	**£20,739**	**£16,479**
Financing and Investment Income and Expenditure:		
Interest income on scheme assets	(£50,115)	(£61,338)
Interest cost on defined benefit obligation	£41,961	£43,528
Total Net Interest Expense	**(£8,154)**	**(£17,810)**
Total Post Employment Benefits Charged to the (Surplus)/Deficit on the Provision of Services	**£12,585**	**(£1,331)**
Other Post-Employment Benefits Charged to the Comprehensive Income and Expenditure Statement		
Remeasurements of the Net Defined Liability Comprising:		
Return on Plan Assets (excluding amounts included in net interest)	£8,220	(£44,763)
Actuarial Gains/(Losses) Arising from Changes in Demographic Assumptions	(£1,525)	£456
Actuarial Gains/(Losses) arising from changes in financial assumptions	(£125,358)	(£12,957)
Other Experience and Actuarial Adjustments	(£9,252)	£72,982
The Effects of Business Combinations and Disposals	£0	£0
Total remeasurements recognised in other comprehensive income	**(£127,915)**	**£15,718**
Asset Ceiling Adjustment	**£142,953**	**£7,038**
Total Post Employment Benefits Charged to the Comprehensive Income and Expenditure Statement	**£27,623**	**£21,425**
Movement in Reserves Statement:		
Reversal of Net Charges Made to the (Surplus)/Deficit on the Provision of Services for Post Employment Benefits in Accordance with the Code	(£12,585)	£1,331
Actual Amount Charged Against the General Fund Balance for Pensions in the Year:		
Employers' Contributions Payable to the Scheme & Benefits Paid	£20,388	£21,425

Pensions Assets and Liabilities Recognised in the Balance Sheet

The amounts included in the Balance Sheet arising from the Groups obligation in respect of its defined benefit scheme is as follows:

Pensions Assets and Liabilities Recognised in the Balance Sheet	**2024/25 £000s**	**2025/26 £000s**
Fair Value of Plan Assets	£1,065,829	£1,139,160
Present Value of Funded Liabilities	(£743,584)	(£810,746)
Present Value of Unfunded Liabilities	(£17,594)	(£16,725)
Effect of the Asset Ceiling	(£304,651)	(£311,689)
Net Asset / (Liability) Arising From Defined Benefit Obligation	**£0**	**£0**

Reconciliation of the Movements in Fair Value of Scheme (Plan) Assets

Reconciliation of the Movement in Fair Value of Scheme (Plan) Assets	2024/25 £000s	2025/26 £000s
Opening Fair Value of Scheme Assets	**£1,052,654**	**£1,065,829**
Interest Income	£50,115	£61,338
Remeasurement Gain/(Loss):		
Return on Plan Assets Excluding Amounts Included in Net Interest Expense	(£8,220)	£44,763
Other Experience and Actuarial Adjustments	£0	(£16,127)
Contributions from The Employer into the Scheme	£17,997	£19,139
Contributions from Employees into the Scheme	£5,806	£6,090
Benefits Paid	(£33,649)	(£36,778)
Other: Settlements	(£18,874)	(£5,094)
Other: Assets Assumed on Entity Combinations	£0	£0
Closing Fair Value of Scheme Assets	**£1,065,829**	**£1,139,160**

Reconciliation of Present Value of the Scheme Liabilities (Defined Benefit Obligation)

Reconciliation of Present Value of the Scheme Liabilities (Defined Benefit Obligation)	2024/25 £000s	2025/26 £000s
Opening Balance at 1 April	**(£883,721)**	**(£761,178)**
Current Service Cost	(£16,533)	(£12,565)
Interest Cost	(£41,961)	(£43,528)
Contributions from Scheme Participants	(£5,806)	(£6,090)
Remeasurement (Gains)/Losses :		
Actuarial (Gains)/Losses Arising from Changes in Demographic Assumptions	£1,525	(£456)
Actuarial (Gains)/Losses Arising from Changes in Financial Assumptions	£125,358	£12,957
Other Experience and Actuarial Adjustments	£9,252	(£56,855)
Past Service Cost (including curtailments)	(£2,000)	(£2,487)
Liabilities Assumed on Entity Combinations	£0	£0
Benefits Paid	£36,040	£39,064
Liabilities Extinguished on Settlements	£16,668	£3,667
Opening Balance at 31 March	**(£761,178)**	**(£827,471)**

The Effect of the Asset Ceiling

The effect of the asset ceiling has been determined by the Scheme’s actuaries on the basis of the limitation on the Council’s ability to recover the full economic benefit of its assets through reductions in future employer’s contributions because of the minimum funding requirement imposed on it by the funding strategy for the Scheme in place at 31 March 2026.

The Scheme actuaries have assessed the Council’s estimated future service costs less the estimated minimum funding requirement contributions to establish the economic benefit that is available to the Council.

2025/26

- The Council net pensions asset of £311.689m has been adjusted down to nil.

<u>2024/25</u>

- The Council net pensions asset of £304.651m has been adjusted down to nil.
- Persona Care and Support Ltd net pensions asset of £20.214m has been adjusted down to nil.

Movement in Fair Value of Scheme Assets and Present Value of the Scheme Liabilities	2024/25				2025/26			
	Scheme Plan Assets £000s	**Pensions Obligations £000s**	**Effect of Asset Ceiling £000s**	**Net Pensions Asset/ (Liability) £000s**	**Scheme Plan Assets £000s**	**Pensions Obligations £000s**	**Effect of Asset Ceiling £000s**	**Net Pensions Asset/ (Liability) £000s**
Opening Balance at 1 April	**£1,052,654**	**(£883,721)**	**(£161,698)**	**£7,235**	**£1,065,829**	**(£761,178)**	**(£304,651)**	**£0**
Current Service Cost	£0	(£16,533)		**(£16,533)**	£0	(£12,565)		**(£12,565)**
Contributions from Scheme Participants	£5,806	(£5,806)		**£0**	£6,090	(£6,090)		**£0**
Past Service Cost (including curtailments)	£0	(£2,000)		**(£2,000)**	£0	(£2,487)		**(£2,487)**
Other: Settlements	(£18,874)	£16,668		**(£2,206)**	(£5,094)	£3,667		**(£1,427)**
Interest Income	£50,115	£0		**£50,115**	£61,338	£0		**£61,338**
Interest Cost	£0	(£41,961)		**(£41,961)**	£0	(£43,528)		**(£43,528)**
Remeasurement (Gains)/Losses :								
Return on Plan Assets Excluding Amounts Included in Net Interest Expense	(£8,220)	£0		**(£8,220)**	£44,763	£0		**£44,763**
Actuarial (Gains)/Losses Arising from Changes in Demographic Assumptions	£0	£1,525		**£1,525**	£0	(£456)		**(£456)**
Actuarial (Gains)/Losses Arising from Changes in Financial Assumptions	£0	£125,358		**£125,358**	£0	£12,957		**£12,957**
Other Experience and Actuarial Adjustments	£0	£9,252		**£9,252**	(£16,127)	(£56,855)		**(£72,982)**
Change in the Effect of the Asset Ceiling	£0	£0	(£142,953)	**(£142,953)**	£0	£0	(£7,038)	**(£7,038)**
Other: Entity Combinations	£0	£0		**£0**	£0	£0		**£0**
Benefits Paid	(£33,649)	£36,040		**£2,391**	(£36,778)	£39,064		**£2,286**
Contributions from The Employer into the Scheme	£17,997	£0		**£17,997**	£19,139	£0		**£19,139**
Closing Balance at 31 March	**£1,065,829**	**(£761,178)**	**(£304,651)**	**£0**	**£1,139,160**	**(£827,471)**	**(£311,689)**	**£0**

The characteristics of the GMPF are set out in the single entity statements Note 38.

For Persona Care & Support, the main financial assumptions are:

Significant Assumptions	2024/25	2025/26
Rate of Inflation	2.75%	2.75%
Rate of Increase in Salaries	3.55%	3.55%
Rate of Increase in Pensions	2.75%	2.75%
Rate for Discounting Scheme Liabilities	4.85%	5.80%

The major categories of group company plan assets as a percentage of total plan assets are as follows:

Pension Scheme Assets	31 March 2025 %	31 March 2026 %
Equity	65%	64%
Bonds	17%	17%
Property	9%	10%
Cash	9%	9%
	100%	**100%**

05. Cash and Cash Equivalents

Cash and Cash Equivalents	2024/25 £000s	2025/26 £000s
Cash Held by the Group	£8,966	£8,276
School Bank Accounts	(£310)	£184
Bank Call Accounts	£0	£0
Bank Overdraft	£1,580	(£5,524)
Total	**£10,236**	**£2,936**

06. Subsidiary Income and Expenditure

The operating expenditure and income of:

- **Six Town Housing** has been included within "Housing Revenue Account".
- **Bury MBC Townside Fields Limited** has been included within "Income & Expenditure in Relation to Investment Properties and Changes in their Fair Value" of Financing and Investment Income and Expenditure.
- **Persona Care & Support Limited** has been included within "Health & Adult Care".

07. Joint Ventures Summarised Financial Information

2024/25		Joint Ventures: Profit/(Loss)	2025/26	
JV Total £000s	**Bury Share £000s**	**Description**	**JV Total £000s**	**Bury Share £000s**
£5,090		Turnover	£13,674	
(£3,983)		Cost of Sales	(£11,616)	
£1,107		**Gross Profit/(Loss)**	**£2,058**	
(£549)		Administration Expenses	(£643)	
£558		**Operating Profit/(Loss)**	**£1,415**	
£74		Interest Receivable	£42	
(£1,190)		Interest Payable	(£1,162)	
(£558)	**(£279)**	**Profit/(Loss) for the Year**	**£295**	**£148**
(£911)		Gain/(Loss) on Revaluation of Investment Property	(£2,929)	
£4		Gain/(Loss) on Disposal of Investment Property	£0	
(£907)	**(£454)**	**Other Comprehensive Income & Expenditure**	**(£2,929)**	**(£1,465)**
(£1,465)	**(£732)**	**Total Comprehensive Income & Expenditure for the Year**	**(£2,634)**	**(£1,317)**

2024/25		Joint Ventures: Balance Sheet	2025/26	
JV Total £000s	**Bury Share £000s**	**Description**	**JV Total £000s**	**Bury Share £000s**
£17,109		Fixed Assets	£14,186	
£5,648		Current Assets	£7,421	
(£5,503)		Creditors: Amounts Falling due Within One Year	(£6,971)	
(£20,003)		Creditors: Amounts Falling after More Than One Year	(£20,018)	
(£2,749)	**(£1,374)**	**NET ASSETS**	**(£5,382)**	**(£2,691)**
£2,749		Profit and Loss Account	£5,382	
£2,749	**£1,374**	**TOTAL SHAREHOLDER FUNDS**	**£5,382**	**£2,691**

Bruntwood £000s	Bury £000s	Bury Bruntwood (Millgate) LLP Member Loans/Capital Summary	Bruntwood £000s	Bury £000s
(£10,300)	(£10,300)	Members Loans/Capital 50/50 Share	(£10,300)	(£10,300)
(£250)	(£20,350)	Members Loans/Capital Actual	(£250)	(£20,350)
(£10,050)	**£10,050**	**Debtor/Creditor**	**(£10,050)**	**£10,050**

MUSE £000s	Bury £000s	The Prestwich Regeneration LLP Member Loans/Capital Summary	MUSE £000s	Bury £000s
(£1,563)	(£1,563)	Members Loans/Capital 50/50 Share	(£1,563)	(£1,563)
(£2,000)	(£1,126)	Members Loans/Capital Actual	(£2,000)	(£1,126)
£437	**(£437)**	**Debtor/Creditor**	**£437**	**(£437)**

	Bury £000s	Investments In Associates & Joint Ventures		Bury £000s
	£9,109	Bury Bruntwood (Millgate) LLP		£7,919
	£1,380	The Prestwich Regeneration LLP		£1,253
	£10,489	**Balance**		**£9,172**

08. Amount to be met from Government Grant and Local Taxes

This is the same amount as that disclosed in the Comprehensive Income and Expenditure Statement of Bury Council.

09. Goodwill

No goodwill arose in respect of any subsidiaries.

Glossary of Terms

Accounting Principles
Those principles, bases, conventions, rules, and practices applied by an entity that specify how the effects of transactions and other events are to be reflected in its financial statements through:

- Recognising
- Selecting measurement bases for, and
- Presenting

Assets, liabilities, gains, losses, and changes to reserves.

Accounting policies do not include estimation techniques. They define the process whereby transactions and other events are reflected in the financial statements.

Accruals Basis
The accruals principle is that income is recorded when it is earned rather than when it is received, and expenses are recorded when goods or services are received rather than when the payment is made.

Actuarial Gains and Losses
For a defined benefit pension scheme, the changes in actuarial deficits or surpluses that arise because events have not coincided with the actuarial assumptions made for the last valuation (experience gains and losses) or the actuarial assumptions have changed.

Agency Services
These are services that are performed by or for another Authority or public body, where the principal (the Authority responsible for the service) reimburses the agent (the Authority carrying out the work) for the costs of the work.

Amortisation
A charge to the comprehensive income and expenditure statement which spreads the cost of an intangible asset over a number of years in line with the Council's accounting policies.

Appointed Auditors
The appointment of External Auditors to Local Authorities is undertake by the Public Sector Audit Appointments Limited (PSAA), an independent company limited by guarantee and incorporated by the Local Government Association in August 2014. Mazars LLP are the Council's appointed auditor.

Asset
Items that are of worth and are measurable in terms of value. Current assets may change in value on a day-to-day basis, but the Council is expected to yield the benefit within the one financial year (e.g. short-term debtors). Non-current assets yield benefit to the Council for a period of more than one year (e.g. land).

Associated Companies
An associate is an entity over which the Council has significant influence.

Association of Greater Manchester Authorities (AGMA)
AGMA represents the ten local authorities in Greater Manchester and works in partnership with Central Government, regional bodies, and other Greater Manchester public sector bodies.

Balances
The balances of the Council represent the accumulated surplus of income over expenditure on any of the Funds.

Better Care Fund (BCF)
The BCF was announced by Government in June 2013 spending round to ensure a transformation in health and social care.

Capital Adjustment Account
The capital adjustment account accumulates (on the debit side) the write-down of the historical cost of non-current assets as they are consumed by depreciation and impairments or written off on disposal. It accumulates (on the credit side) the resources that have been set aside to finance capital expenditure.

The same process applies to capital expenditure that is only capital by statutory definition (revenue expenditure funded by capital under statute). The balance on the account thus represents timing differences between the amount of the historical cost on non-current assets that have been consumed and the amount that have been financed in accordance with statutory requirements.

Capital Expenditure
This is expenditure on the acquisition of a non-current asset, or expenditure, which adds to, and not merely maintains, the value of an existing non-current asset.

Capital Financing Charges
This is the annual charge to the revenue account in respect of interest and principal repayments and payments of borrowed money, together with leasing rentals.

Capital Receipts
Income received from the sale of land or other capital assets, a proportion of which may be used to finance new capital expenditure, subject to the provisions contained within the Local Government Act 2003.

Carrying Amount
The Balance Sheet value recorded of either an asset or a liability.

Chartered Institute of Public Finance and Accountancy (CIPFA)
CIPFA is the leading professional accountancy body for public services.

Collection Fund
The Council as a billing authority has a statutory obligation to maintain a separate Collection Fund. This shows the transactions relating to the collection of Council Tax and Business Rages and its distribution to Local Government bodies.

Community Assets
These are non-current assets that the Council intends to hold in perpetuity which have no determinable finite useful life, and, in addition, any have restriction on their disposal. Examples include parks and historical buildings not used for operation al purposes.

Contingency
This is money set aside in the budget to meet the cost of unforeseen items of expenditure, or shortfalls in income, and to provide for inflation where this is not included in individual budgets.

Contingent Liabilities or Assets
These are amounts potentially due to or from individuals or organisations which may arise in the future but which at this time cannot be determined accurately, and for which provision has not been made in the Council's accounts.

Council Tax Requirement
This is the estimated revenue expenditure on General Fund services that will be financed from the Council Tax after deducting income from fees and charges, General Fund Balances, specific grants, and any funding from reserves.

Creditors
Amounts owed by the Council for work done, goods received, or services rendered, for which payment has not been made at the date of the balance sheet.

Current Service Cost
Current service cost is the increase in the present value of a defined benefit pension scheme's liabilities expected to arise from employee service in the current period, i.e. the ultimate pension benefits 'earned' by employees in the current year's employment.

Current Value
The current value of an asset reflects the economic environment prevailing for the service or function the asset is supporting at the reporting date.

Curtailment
Curtailments will show the cost of the early payment of pension benefits if any employee has been made redundant in the previous financial year.

Debtors
These are sums of money due to the Council that have not been received at the date of the Balance Sheet.

Deferred Capital Receipts
These represent capital income still to be received after disposals have taken place and wholly consists of principal outstanding from the sale of council houses.

Defined Benefit Scheme
This is a pension or other retirement benefit scheme other than a defined contribution scheme. Usually, the scheme rules refine the benefits independently of the contribution payable and the benefits are not directly related to the investments of the scheme. The scheme may be funded or unfunded (including notionally funded).

Defined Contribution Scheme
A Defined Contribution Scheme is a pension or other retirement benefit scheme into which an employer pays regular contributions as an amount or as a percentage of pay and will have no legal or constructive obligation to pay further contributions if the scheme does not have sufficient assets to pay all employee benefits relating to employee service in the current and prior periods.

Depreciation
This is the measure of the wearing out, consumption, or other reduction in the useful economic life of property, plant, and equipment assets.

Depreciated Replacement Cost (DRC)
A method of valuation that provides a proxy for the market value of specialist assets.

Derecognition
Financial assets and liabilities will need to be removed from the Balance Sheet once performance under the contract is complete or the contract is terminated.

Discounts
Discounts represent the outstanding discount received on the premature repayment of Public Works Loan Board loans. In line with the requirements of the Code, gains arising for the repurchase or early settlement of borrowing have been written back to revenue. However, where the repurchase or borrowing was coupled with a refinancing or restructuring of borrowing with substantially the same overall economic effect when viewed as a whole, gains have been recognised over the life of the replacement loan.

Earmarked Reserves
The Council holds a number of reserves earmarked to be used to meet specific, known or predicted future expenditure.

External Audit
The independent examination of the activities and accounts of Local Authorities to ensure the accounts have been prepared in accordance with legislative requirement s and proper practices and to ensure the Council has made proper arrangements to secure value for money in its use of resources.

Fair Value
Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

Fees and Charges
Income arising from the provision of services e.g. the use of trade waste services.

Finance Lease
A finance lease is a lease that transfers substantially all of the risks and rewards of ownership of a non-current asset to the lessee.

Financial Instruments
A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another. The term 'financial instrument' covers both financial assets and financial liabilities and includes both the most straightforward financial assets and liabilities such as trade receivables and trade payables and the most complex ones such as derivatives and embedded derivatives.

Financial Regulations
These are the written code of procedures approved by the Council, intended to provide a framework for proper financial management. Financial regulation usually set out rules on accounting, audit, administrative and budgeting procedures.

General Fund
This is the main revenue fund of the Council and includes the net cost of all services financed by local taxpayers and Government grants.

Greater Manchester Combined Authority (GMCA)
This organisation was created by the Local Government, Economic Development and Construction Act, the GMCA assumed its powers and duties on 1 April 2011. It took over the functions previously the responsibility of the Greater Manchester Integrated Transport Authority (GMITA), which it replaced. It also took over responsibility for transport planning, traffic control and wide loads, assumed responsibility for transportation resources allocated to the Greater Manchester region and regional economic development functions. From 1 April 2018 it took over responsibilities for activities previously undertaken by the Greater Manchester Waste Disposal Authority, the Greater Manchester Fire and Rescue Service and the Greater Manchester Police and Crime Commissioner.

Heritage Asset
A tangible asset with historical, artistic, scientific, technological, geophysical, or environmental qualities that is held and maintained principally for its contribution to knowledge and culture.

Housing Benefit
This is an allowance to persons receiving little or no income to meet, in whole or part their rent. Benefit is allowed or paid by Local Authorities but Central Government refunds part of the cost of the benefits and of the running costs of the services to Local Authorities. Benefits paid to the Council's own tenants are known as rent rebate and that paid to private tenants a rent allowance.

Impairment
A reduction in the value of assets below its value brought forward in the Balance Sheet, Examples of factors which may cause such a reduction in value include general price decreases, a significant decline in a non-current asset's market value and evidence of obsolescence or physical damage to the asset.

Infrastructure Assets
Non-current assets which general cannot be sold and from which benefit can be obtained only by continued use of the asset creased. Examples of such assets are highways, footpaths, bridges and water and drainage facilities.

Intangible Assets
These are assets that do not have physical substance but are identifiable and controlled by the Council. Examples include software, licences, and patents.

Interest cost (Pensions)
For a defined benefit scheme, the expected increase during the period on the present value of the scheme liabilities which arises from the passage of time.

International Financial Reporting Standard (IFRS)
Defined Accounting Standards that must be applied by all reporting entities to all financial statement in order to provide a true and fair view of the entity's financial position, and a standardised method of comparison with financial statements of the other entities.

Inventories
Amounts of unused or unconsumed stocks held in expectation of future use. Inventories are comprised of the following categories:

- Goods or other assets purchased for resale
- Consumable stores
- Raw materials and components
- Product and service in intermediate stages of completion
- Finished goods

Investment Properties
Property, which can be land or a building or part of a building or both, that is held solely to earn rentals or for capital appreciation or both, rather than for operational purposes.

Joint Venture
A joint venture is a joint arrangement whereby the parties who have joint control of the arrangement have rights to the net assets of the arrangement.

Leasing Costs
This is where a rental is paid for the use of an asset for a specified period of time. Two forms of lease exist: finance leases and operating leases.

Lender Option Borrower Option (LOBO)
A LOBO is a type of loan instrument. The borrower borrows a principal sum for the duration of the loan period (typically 20 to 50 years), initially at a fixed interest rate. Periodically (typically every six months to 3 years), the lender has the ability to alter the interest rate. Should the lender make this offer, the borrower then has the option to continue with the instrument at the new rate or alternatively to terminate the agreement and pay back the principal sum without penalty.

Liabilities
These are amounts due to individuals or organisations which will have to be paid at some time in the future. Current liabilities are usually payable within one year of the Balance Sheet date.

Loss Allowance
The allowance for expected credit losses on financial assets, such as debtors.

Materiality
Information is material if omitting it or misstating it could influence the decisions that users make on the basis of financial information about the Council.

Medium Term Financial Strategy (MTFS)
This is a financial planning document that sets out the future years' financial forecasts for the Council. It considers local and national policy influences and projects their impact on the general fund revenue budget, capital programme and HRA. In Bury is usually covers a five-year timeframe.

Minimum Revenue Provision (MRP)
MRP is the minimum amount which must be charged to a Council's revenue account each year and set aside as provision for credit liabilities, as required by the Local Government and Housing Act 1989.

Department for Levelling Up, Housing and Communities (DLUHC)
DLUHC is a central government department with the overriding responsibility for determining the allocation of general resources to Local Councils.

National Non-Domestic Rates (NNDR) (also known as Business Rates)
This is the levy on business property, based on a national rate in the pound applied to the 'rateable value' of the property. The Government determines national rate poundage each year which is applicable to all Local Councils.

Net Book Value (NBV)
The amount at which non-current assets are included in the Balance Sheet, i.e. their historical cost or current value less the cumulative amounts provided for depreciation.

Net Debt
Net debt is the council's borrowings less cash and liquid resources.

Outturn
Actual expenditure and income compared to the budget.

Pooled Aligned Budget
A pooled fund, arising from a Section 75 Agreement between Bury Council and Bury NHS CCG/NHS GM Bury Locality (from 1 July 2022), but the partners' respective financial contributions to such a fund are held in their own bank accounts.

Pooled Budget
A pooled fund, arising from a Section 75 Agreement between Bury council and Bury NHS CCG/NHS GM Bury Locality (from 1 July 2022), comprising financial contributions from both partners hosted by one of the partners in its bank account.

Pooled Fund
This can be either a Pooled Budget or a Pooled Aligned Budget.

Precept
The amount collected by the Council on behalf of other bodies. For 2023/24 the major precepts were payable in relation to the GM Mayor as Police and Crime Commissioner and the Mayoral General Precept (Including Fire Services).

Premiums
These are discounts that have arisen following the early redemption of long-term debt, which are written down over the lifetime of replacement loans where applicable.

Prior Period Adjustments
These are material adjustments which are applicable to an earlier period arising from changes in accounting policies or for the correction of fundamental errors.

Provisions
Amounts set aside to meet liabilities or losses which it is anticipated will be incurred but where the amount and/or the timing of such costs are uncertain.

Public Works Loan Board (PWLB)
An arm of Central Government which is the major provider of loans to finance long-term funding requirements for Local Councils.

Related Parties
Related parties are Central Government, other Local Authorities, precepting and levying bodies, subsidiary and associated companies, Elected Member, and all senior officers. For individuals identified as related parties, the following are also presumed to be related parties:

- Members of the close family, or the same household; and
- Partnerships, companies, trusts, or other entities in which the individual, or member of their close family or the same household, has a controlling interest.

Remeasurement of the Net Defined Benefit Liability
Remeasurement of the Net Defined Liability (asset) companies:
- Actuarial gains and losses
- The return on plan assets, excluding amounts included in net interest on the net defined benefit liability (asset), and
- Any change in the net effect of the asset ceiling, excluding amounts included in net interest on the net defined benefit liability (asset).

Reporting Standards
The Code of Practice prescribes the accounting treatment and disclosures for all normal transactions of a Local Authority. It is based on International Financial Reporting Standards (IFRS), International Accounting Standards (IAS) and International Financial Reporting Interpretations Committee (IFRIC) plus UK Generally Accepted Accounting Practice (GAAP) and Financial Reporting Standards (FRS).

Reserves
Amounts set aside to help manage future risks, to provide working balances or that are earmarked for specific future expenditure priorities.

Revaluation Reserve
The Reserve records the accumulated gains on the non-current assets held by the Council arising from increases in value as a result of inflation or other factors (to the extent that these gains have not been consumed by subsequent downward movements in value).

Revenue Contributions
The method of financing capital expenditure directly from revenue.

Revenue Expenditure Funded from Capital Under Statute (REFCUS)
Expenditure incurred during the year that may be capitalised under statutory provision but that does not result in the creation of a non-current asset that has been charged as expenditure to the Comprehensive Income and Expenditure Statement.

Section 75 Agreement
An agreement made between a Local Authority and NHS body under the powers of the National Health Service Act 2006 which facilitates the pooling of resources to improve the delivery of health and social care. Locally the agreement is between Bury Council and Bury NHS CCG.

Subsidiary
A subsidiary is an entity, including an unincorporated entity such as a partnership, which is controlled by the Council.

Treasury Management
This is the process by which the Council controls its cash flow and its borrowing and lending activities.

Treasury Management Strategy (TMS)
A strategy prepared with regard to legislative and CIPFA requirements setting out the framework for treasury management activity for the Council.

Trust Funds
These are funds administered by the council on behalf of charitable organisations and/or specific organisations.

Unsupported (Prudential) Borrowing
This is borrowing for which no financial support is provided by Central Government. The borrowing costs are to be met from current revenue budgets.

This page is intentionally left blank

Annual Governance Statement March 2025 - 2026

Table of Contents

1 Introduction

1.1 This Annual Governance Statement (AGS) for 2025/26 provides a comprehensive overview of the Council's governance framework, its effectiveness, and the actions taken to address key challenges. The Council in has taken significant steps to strengthen governance arrangements following the recommendation received in December 2024 from our external auditors Forvis Mazars.

1.2 Improvement plan work has been carried out throughout the year and has been an item of key focus for the Audit Committee who received reports at each meeting setting out the progress the Council has made during this period. The AGS outlines the Council's commitment to transparency, accountability, and continuous improvement in governance practices and sets out further improvement activity for 2026/27. The Council recognises that there is further work to do however marks the significant progress made within this year.

1.3 In this year the Council has had a number of regulatory inspections and Bury's Inspection of Local Authority Children Services (ILACS) took place in June 2025. Inspectors found that Bury's children's services had improved substantially following publication of the report and further progress being noted by DfE advisers, the formal improvement notice issued following the previous ILACS inspection in early 2022 was lifted by the Minister at the end of December 2025.

1.4 In early March 2026, Ofsted and the Care Quality Commission (CQC) undertook a monitoring inspection of the Bury Local Area Partnership to assess progress against the six Areas for Priority Action (APAs) identified in the full Area SEND inspection that took place in February 2024.

1.5 The governance arrangements as described above have been applied throughout the year, and up to the date of the approval of the Annual Accounts, providing a framework for identifying governance issues and taking mitigating action. Over the coming year, the Council will continue to operate its governance framework as set out in the Annual Statement and implement the actions identified in the review of effectiveness to further strengthen its governance arrangements in accordance with the action plan set out in this statement. The Council remains committed to delivering high standards of governance and ensuring that its systems and processes support the achievement of strategic objectives and the delivery of quality services to residents.

2 Scope of Responsibility

2.1 Governance is about how the Council ensures it is doing the right things, in the right way, for the right people in a timely, inclusive, open, honest and accountable manner.

2.2 The Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is properly accounted for, and provides value for money. The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

2.3 The Council operates in a complex and constantly evolving financial, policy and legislative environment. The borough continues to progress the delivery of its ambitious Let's Do It Strategy, with staff, residents and stakeholders across the borough engaged in working towards the realisation of the vision. The Council's Corporate Plan sets out it's priority actions for delivering the strategy for the borough.

2.4 Bury Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards. It is also responsible for ensuring that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively. The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way its functions are exercised.

2.5 In discharging these responsibilities, the Council must put in place proper arrangements for the governance of its affairs and effective exercise of its functions, which includes arrangements for the management of risk. The Council has adopted a Code of Corporate Governance which is consistent with the seven principles of the CIPFA /SOLACE framework "Delivering Good Governance in Local Government".

2.6 The Council Constitution document sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent, and accountable to local people. Some of these processes are required by law, while others are a matter for the Council to choose. The constitution is regularly updated through the year.

[Agenda for Constitution on Wednesday, 25th February, 2026 - Bury Council]
[Browse - Constitution - Bury Council]

2.7 The Council's Constitution is reviewed annually to ensure it remains consistent with the principles of the CIPFA code and SOLACE guidance. The Monitoring Officer's Annual report to council sets out what items in the constitution will be update over the course of the municipal year. An update to the Framework was issued in 2016, which has informed the preparation of the Annual Governance Statement (AGS) from 2016/17 onwards.

2.8 This Annual Governance Statement explains how the Council operates its governance framework. The AGS also meets the requirements of the Accounts and Audit (England) Regulations 2015 regulation 6(1) which requires all relevant bodies to prepare an Annual Governance Statement (AGS).

2.9 The Council's financial management arrangements are consistent with a number of the governance requirements of the CIPFA statement on the role of the Chief Finance Officer in Local Government (2016). The Statement requires that the Chief Finance Officer should report directly to the Chief Executive and be a member of the leadership team, with a status at least equivalent to others.

2.10 The Chief Executive is also the place-based lead for the NHS GM services in Bury. She is a Member of the Combined Authorities wider leadership team and holds portfolios within the Greater Manchester Combined Authority and is currently the GM portfolio lead for Equalities Inclusion and Cohesion as well as the Police and Crime portfolio. The Executive Team sit on GM groups and Executive Directors are members of GM groups including Directors of Childrens Services, Director of Place. The statutory officers attend Treasurers and Chief Legal Officer meetings. The Executive Director (Health and Care) and the Deputy Place based lead for Bury working in a joint role to oversee health and care services in the community

2.11 All statutory officers have access to the Chief Executive. The Council considers that its management arrangements are appropriate in the context of compliance with the CIPFA Statement.

3 The Purpose of the Governance Framework

3.1 The governance framework comprises the systems and processes, culture, and values by which the Council is directed and controlled, and through which it is accountable to, engages with and leads the community. It enables the Council to monitor the achievement of the borough's strategic objectives as set out in the Let's Do It strategy – to 2030, and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

3.2 The system of internal control is a significant part of the framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve the Council's aims and objectives and can therefore not provide absolute assurance of effectiveness. The system of internal control identifies and prioritises risks; evaluates the likelihood of those risks being realised and the impact should they be realised; and aims to manage them efficiently, effectively and economically.

4 The Governance Framework

4.1 Corporate governance describes how organisations direct and control what they do. The Constitution is updated when appropriate, to ensure it reflects the Council's current governance arrangements.

4.2 The information below includes key examples of how the Council has adhered to its governance commitments set out in the Code and includes hyperlinks to sources of further information, which include more detail about how the Council has implemented its commitments. The Council has a broad range of strategies and policies in place, and therefore this is not intended to be an exhaustive list.

More detail about particular areas of interest can be found on the Council's website https://www.bury.gov.uk.

4.3 There are seven core principles of good governance in the public sector, which are set out below (principles 'A' through to 'G'). Each core governance principle has a set of sub-principles beneath it with a description of how we meet those principles. Where applicable, hyperlinks are also provided where you can access more information about key examples of governance in action.

Principle A - Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.	The Council's 'Let's Do It' strategy sets out the vision for Bury 2030. *Let's* is an acronym for a framework of core operating principles which is intended to drive a common mindset across all partners in Bury to: • Operate **Locally** through a neighbourhood model which means truly understanding and engaging with local communities; • Drive **Enterprise**; • Work **Together** with inclusion at our core; and • Take a **Strengths**-based approach. Bury's goal is to achieve faster economic growth than the national average, with lower than national average levels of deprivation. Bury's goals include achieving: • A better future for the children of the borough • A chance to feel more part of the borough • More green spaces and environmentally friendly and • A better quality of life. To support these ambitions the Council has focused on embedding its values and behaviours across the workforce this year, including through an immersive learning experience, the Let's Do It Challenge, which has now been attended by over 1,400 staff and a mandatory management development programme which has had over 300 attendees. • **Local**: I'm proud to make a difference to people and communities in the neighbourhoods where they live. • **Enterprise**: I strive to develop and improve; to play my part in delivering great solutions with the people of Bury. • **Together**: My work is shaped in an inclusive way, with dignity, kindness and respect; developed together by those with lived experience. • **Strengths**: I'm proud to build on the strengths of Bury people, my colleagues and myself to deliver.

	These behaviours represent how we should do things, how we should treat others, what we should say, and how we should say it. The Council expects all employees and Members to work within and abide by the Code of Conduct for Officers and the Code of Conduct for Members. This code of conduct was reviewed and considered by standards and Council; an updated code was agreed by Council in March 2024. The code is now subject to an annual review by standards committee and is an item on the Committees annual work plan. Alongside the code of conduct the committee also reviews annually the supporting guidance to the code of conduct. The Monitoring Officer provides code of conduct training to members annually and to all new Members on induction. These codes can be found in the Bury Constitution. Browse - Constitution - Bury Council • Code of Conduct for employees. Final Section 2 - EE Code of Conduct.pdf • The council has a Code of Conduct for Members alongside supporting guidance for Members SECTION 1- The Code of Conduct.pdf 4. Supporting guidance on Code of Conduct.pdf • The Council has an Officer Member protocol – this protocol was revised in 2025 following review by standards committee. • Appendix1OfficerMemberProtocol.pdf • Members' training programme – This is updated annually and reviewed by the Member Development Group consisting of Members and Officers. The programme is set out in a handbook for members and provides a core and specialist training offer for Members. • There is a system for Member and Officer declarations of interest. We ensure that staff know how to access our whistleblowing procedure Bury Council Whistle Blowing Policy - July 2023 We seek to establish, monitor, and maintain the organisation's ethical standards and performance by: • Investigation of complaints about elected members in consultation with the Independent Persons whom the Council

	is required to appoint under the Localism Act 2011. We have a standards Committee and separate Codes of Conduct for members and officers. • A report is submitted to Annual Council each year regarding the Council Constitution. The report is prepared by the Monitoring Officer and details the work of the Standards Committee and any other governance changes. Draft Constitution report 2025.pdf • We maintain registers of gifts & hospitality and member & officer interests, with reminders being issued on a regular basis. • Operate ethical procurement policies to ensure that commitment to our values and integrity is delivered by external suppliers delivering services on our behalf. We have anti-fraud and corruption procedures. All our staff are expected to help prevent fraud and corruption, and are encouraged, supported, and protected to speak up if they encounter potential wrongdoing. https://councildecisions.bury.gov.uk/documents/s40038/BuryAntiFraudCorruptionStrategyJuly2023.pdf
Principle B - Ensuring openness and comprehensive stakeholder engagement.	**Ensuring Openness** All Council and Committee meetings are held in public (other than in limited circumstances where consideration of confidential or exempt information means that the public are excluded), with agenda and reports available on the Council's website. Live-streamed webcasts of Council and Cabinet,, as well as an archive which can be accessed on-demand. https://councilstream.com/burycouncil. On request of Chairs further meetings have been streamed if the decision under consideration agenda is of significance to Residents. The Council publishes a forward plan, notices of key decisions to notify the public of the most significant decisions it is due to take. This is available online. The Council also publishes its: • Pay Policy Statement to support the Annual Budget • Constitution • Council Cabinet and Committee Reports • Information on payments over £500

	• Information on senior structure and senior roles. **Engaging Comprehensively with Institutional Stakeholders** The Council has led the development of a ten-year vision for the borough which engages partners across the borough in delivery – Team Bury. The Strategy defines the vision; outcome measures and delivery plan to achieve a challenging vision for the borough – to achieve faster economic growth than the national average, with lower than national average levels of deprivation. To direct the Council's contribution to this strategy a Corporate Plan has been produced, and quarterly monitoring reports are produced for the Council's Cabinet. The Council leads wider stakeholder and community involvement in the Borough strategy through: • The Team Bury Leadership Group, chaired by the Leader of the Council, engages Chairs / Non-Executives leaders of key Bury Partnership organisations in long term strategy, ideas and innovations. • The Team Bury network of the Bury system at Chief Executive level, which aims to represent the wider partners in delivery of the strategy and the work of the Council. • Engagement of health and care system leaders through the Bury Locality Board, which has a focus on the effective operation of the health and care system in Bury, and the Health and Wellbeing Board which has a clear remit around tackling health inequalities. In addition to the above, the Council is a constituent District of the Greater Manchester Combined Authority (GMCA) which exercises several new powers devolved from the Central Government. The GMCA meetings are also held in the public domain and streamed live. The Leader of Bury Council is a constituent member of the GMCA. Members sit on GMCA committees representing Bury including Waste & Recycling, Audit, Bee Network. The Leader Eamonn O'Brien holds the portfolios for Technical Education & Skills and Clean Air portfolio's. There is regular contact with the other nine constituent districts through the meetings of the GMCA. Lead Members and Officers feedback issues to the constituent districts on pertinent matters with Chief Executives, Deputy Chief Executives, Officers holding Statutory responsibilities meet their counter parts in Greater Manchester regularly to consider matters of common interest and agree a common approach on shared

	issues including companies where the Authorities are key shareholders. The Council has continued to build on its approach to engagement with staff this year through all-staff 'pulse surveys' which have provided an opportunity for all employees to provide feedback which has, in turn, supported the development and progression of the Council's Organisational Development priorities. The organisation's internal communications approach has also continued with a clear monthly rhythm of communications in place including emails, staff briefings, poster distribution to major staff sites and standard computer desktop backgrounds and email signatures. This has been further enhanced on 2025/26 with more in-person engagement opportunities for staff within and across Departments and the Chief Executive hosts regular thank you events for staff. The Chief Executive and Senior Leaders continue to meet with services and spent time with staff in Departments to discuss hot topics, Council strategy and discuss service delivery with staff. In 2025/26 the Council ran Community Days of Action where staff and partner services collaborated with residents to clean up estates, the events were designed to tackle fly tipping, support local litter picker groups. The events operated through the year and were part of a continuing campaign (Bury Council LET'S Do it clean ups. All services hold service sessions and communicate with staff in a wide variety of ways from weekly, monthly meetings, newsletters and away days. **Engaging with Individual Citizens and Service Users Effectively** To ensure its message is effectively communicated to its citizens the Council's Communications function proactively prepares appropriate press releases to support activities undertaken by the Council and keep residents informed. The Councils website has been updated throughout the year; The Council use their social media platform to share key messages with residents. https://x.com/BuryCouncil/status/1402245388317433863 https://www.facebook.com/BuryCouncil/ https://www.instagram.com/burycouncil/?hl=en • We ensure that the Council website and buildings are accessible to the public. We publish details of our committees, dates of meetings, and publication of reports in advance of meetings.

	We operate the following scrutiny committees: • Overview and scrutiny • Children and Young Persons Scrutiny • Health Scrutiny • The public participation guidance was reviewed and updated in 2025/6 – The new guidance was agreed by Council, in January 2026 following review and recommendation by the standards committee. • PublicParticipationGuidance - new ver council Jan 26 Formatted.pdf • We live stream our Cabinet and Council meetings Bury Council - Council Stream • The Council ensures compliance with the requirements of the Transparency code. • The Council web site is accessible, providing details of Council meetings, its policies procedures and the Council constitution. • All budget papers are accessible online including our medium term financial strategy. • We publish an Annual Statement of Accounts and Annual Auditors report to inform stakeholders and service users of the previous year's outcomes. • Our Standards and Audit Committees both contain two Independent Members. • We have a publication scheme - Freedom of Information publication scheme - Bury Council • Our forward plan sets out the details of the key decisions which the Executive Cabinet, individual Executive Members or Officers expect to take during the next four-month period. The Plan is rolled forward every month and is available to the public 14 days before the beginning of each month. • We publish our forward plan. • Cabinet, Notice of Key Decisions - published October 2025 Plan Document 01/10/2025 • A key decision is a decision taken at a Cabinet meeting, by an individual Cabinet Member, or a Joint Committee of the Cabinet and is: Any decision in relation to an executive function which results in the council incurring expenditure which is, or the making of savings which are, significant having regard to the council's budget for the service or function concerned. A decision will be considered financially significant if it results in incurring expenditure or making savings of £500,000 or greater; unless

	the specific expenditure or savings have previously been agreed by full Council. Any other executive decision which in the opinion of the Monitoring Officer is likely to be significant having regard to: (a) the number of residents/service users that will be affected in the Wards concerned; (b) whether the impact is short term, long term or permanent. (c) the impact on the community in terms of the economic, social and environmental well-being. **Maintain and develop relationships with Organisations across the public and voluntary sector** • We will consult at an appropriate time with our stakeholders; we will seek the views of Residents when we bring forward specific proposals requiring consultation. We will review and evaluate all responses we receive. • Bury VCFA is a local infrastructure organisation providing Volunteering and Development support to the VCSE sector in Bury, enhancing their ability to support local communities. Bury VCFA also promotes the VCSE sector and advocates on their behalf at a strategic level with other stakeholder. • The Council further supports the VCFA by providing funding for micro and small voluntary community or social enterprise. • Ensuring effective relationships with our joint venture partners and company arrangements with oversight of the Commercial Board. • The Council has established a joint venture partnership with two large, national developers to deliver regeneration at scale in both Prestwich and Bury Town Centres. **Co production** Bury is committed to co production with our communities to ensure that its services are developed with input from the people who use them. This approach has been used across a number of areas including childrens services, adult services and homelessness prevention. The co production outputs create policies help shape our services and improve outcomes ensuring the voice of our residents is heard. Examples of co production include: • Development of the Children and Younger person plan – Young people helping to shape policy development and participation in strategic planning groups

	• Special Education Needs and Disability support – People centred planning our parents, carers and children are involved in planning and reviewing support • The Bury Autism and co production network and local partner groups such as Bury2gether is fundamental to our approach, and strengthens our work on the SEND improvement programme • Adult social care – Co production networks including the Older People's Network allow Residents to shape the type of housing, neighbourhoods and intermediate care they want to see to avid traditional top down commissioning. • Homelessness – The Council's Homelessness Partnership uses a coproduction and voice for change group to enable people with lived experience of homelessness help shape our prevention strategy, future response and design the support directory.
Principle C - Defining outcomes in terms of sustainable economic, social, and environmental benefits	**Defining Outcomes** The Let's Do It Strategy and associated Corporate Plan sets out the immediate and long-term vision for Bury and the work of the Council and its partners. Overview of the Corporate Plan The Bury Council's Corporate Plan for 2025/26 aligned with the council's long-term vision, known as the LET'S Vision for 2030, which emphasises inclusive economic growth and reducing deprivation. The plan is structured around three strategic objectives: 1. **Sustainable Growth**: Initiatives to foster economic development and infrastructure improvements. 2. **Improving Children's Lives**: Enhancing services and support for children and families to ensure better outcomes. 3. **Tackling Inequalities**: Addressing social disparities and promoting equity within the community Decision - 2025/26 Corporate Plan - Quarter One Update - Bury Council The 2025/26 budget supported this strategy. We will continue to help deliver these priorities through new ways of working. **Sustainable Economic, Social and Environmental Benefits** Bury Council declared a Climate emergency in 2019 and set a target to be carbon neutral by 2038.Progress is reported within the corporate plan.

	The Council is currently preparing a new Local Plan that will guide future development in the borough which will be subject to public consultation.Together with the Places for Everyone (PfE) joint development plan, the Local Plan will form a key part of Bury's overall development plan, The PfE joint development plan was approved in March 2024. Bury's Local Plan will contain a range of locally-specific planning policies and identify local sites where development should be built as well as areas where development should be restricted or controlled. A procurement strategy has been established which sets out our approach to procurement activity. Procurement will support economic development, supply chain resilience, and help deliver real outcomes to the people of Bury through social value. Bury Council will embrace Social Value to ensure that all the businesses we contract with are supporting our local communities and adding value beyond their contractual requirement. Bury Council will also ensure that we champion Social Value in all that we do. Bury Council is committed to Social Value and supports the Greater Manchester Social Value Framework and Driving Social Value in GM Public Procurement paper. • We will engage and consult with residents, partners and other key stakeholders when designing key strategies. • The Let's Do It Strategy sets out a clear ambition for Bury 2030: to stand out as a place that is achieving faster economic growth than the national average, with lower than national average levels of deprivation. Bury Council play a significant role in driving the delivery of this ambition. Let's Do It was codesigned with a wide range of stakeholders and partners, including the Bury business community who have a critical role to play here in supporting the delivery of this ambition as partners across our borough. • Let's Do It! strategy - Bury Council • Our Let's outcomes are tracked and each year a state of the borough report is considered for approval by Cabinet and Overview and Scrutiny Committee it is presented to Team Bury. This drives the Team Bury work plan alongside our quarterly performance updates on our strategic plan. • Ensure that outcomes are focused on achieving delivery of the overall vision for the and to be transparent about financial limitations. • Develop a Medium-Term Financial Strategy which sets out financial assumptions and provides a set of goals for financial decision making for the planning period ahead.

	• Delivery of our social value strategy, climate change policies and providing leadership on our equality, diversity, and inclusion priorities. • Our Social Value Strategy will be driven by a Steering Group bringing together representatives from all Council Departments, the Bury VCFA and business community. The Steering Group is responsible for assuring delivery and recommend an annual set of TOMS that aligns with our corporate strategy. • The Cabinet will also receive an annual report on social value activity and achievements (economic, social, and environmental benefits) in all of its commissioning/procurement, and this is mandated within Contractual Standing Orders. • Ensure our strategic partners share our important Corporate Parenting mission by working closely with large Private Sector organisations with which we have Strategic Partnerships and Joint Ventures to ensure our Looked After Children and Care Experienced young people receive direct benefits from large scale activities occurring within the borough. • Ensure that services are clear about their role in meeting the Public Sector Equality Duty (S149 of the Equality Act 2010). When required, Equality Impact Assessments will be carried out to assess the impact of proposals which may have a differential effect on individuals with protected characteristics and communities across the borough, these reports will be appended to our Cabinet reports. • Commit to progressing EDI for our workforce, informed by our Employee Groups and the Trade Union
Principle D - Determining the interventions necessary to optimise the achievement of the intended outcomes	**D1 - Determining Interventions** The Constitution defines and documents the roles and responsibilities of Officers and Members and delegation arrangements, protocols for decision making and codes of conduct for Members and staff. The underpinning Scheme of Delegation is subject to appropriate updates. Further specific delegations may be granted, through recommendations in public reports to Committees. All decisions are formally recorded. In addition, decisions taken under delegated powers are also recorded electronically and are reported via the Council's Electronic Decision Recording System. The Council live streams Council and Cabinet meetings.. **D2 - Planning Interventions** The Council plans its activity at a strategic level through its budget and business planning cycle and does so in consultation

	with internal and external stakeholders to ensure services delivered across various parts of the organisation and partners complement each other and avoid duplication. The plan is reviewed, and this is report to Cabinet, please see attached links. • **04/06/2025** - Overview and Scrutiny Committee Corporate Plan 2025/26 and Quarter 4 Performance Report04/06/2025 • **11/06/2025** - Cabinet Year End Corporate Plan Performance & Delivery Report and Launch of 2025/26 Corporate Plan All Executive Directors prepare a service plan which demonstrates how they will deliver their responsibilities within the Corporate Plan, as well as business as usual activity. Plans were included in the Corporate Plan which was presented to Full Council with the budget for the year. The plans were agreed by Council in February 2025. This, in turn, informs Departmental plans and, individual objectives through the Employee Review process. **D3 - Optimising Achievement of Intended Outcomes** The Council integrates and balances service priorities, affordability, and other resource constraints, supporting it to take into account the full cost of operations over the medium and longer term, including both revenue and capital spend budgets. This includes a medium-term financial plan. The Council has a clear set of Equality Objectives and an Inclusion Strategy which it is continuing to drive. In terms of corporate planning we - Ensure our corporate planning is clearly focused on delivery • Ensure consistent and effective service planning, with each service completing an individual plan. Services will ensure that their priorities and activities set out in their service plan all contribute towards delivery of our Corporate Plan, and that there is also a focus on continuous improvement. • Collectively tackle alongside our partners our plans in the Let's Do it strategy Plan our activity at a strategic level through our budget and business planning cycle, in consultation with internal and external stakeholders. We work with our external stakeholders through Bury Together to ensure services delivered across different parts of the organisations and partners complement each other and avoid duplication.

Principle E - Developing the entity's capacity, including the capability of its leadership and the individuals within it	**Developing the Organisation's Capacity** As the Council continues to face financial pressures, a series of Departmental reviews and restructures have taken / are taking place. Additionally, transformation projects are taking place to review and streamline processes in place to drive improvement in the services provided, by using new technologies, ways of working and new delivery models. Transformation activity is overseen by the Policy performance and transformation Board. Training is provided to develop and support staff whose roles may change as restructures take place. The Council has active engagement with the Trade Unions and there are regularly convened Corporate and departmental Joint Consultative Committees to discuss restructures and specific service matters. The Trade Unions also play an active role in consultations with staff and feedback comments to the Council. Staff capacity development is supported through development planning, which is at the core of the Employee Review process. A range of development opportunities are available to all staff, including accredited qualifications supported through the Council's Apprenticeship Strategy. A Members Development Group is in place which oversees Member training and development activity. This includes clear expectations in relation to core training as well as specific development for portfolio holders and Committee Chairs. In response to the December 2023 LGA Peer Review a strengthened Member Development offer has been created, which includes a clearer and enhanced core programme of support as well as specific leadership development opportunities for senior Members, provided by the LGA. • Provide an induction programme for all newly elected members. • We provide a members development programme for all Members which is reviewed and updated annually, the programme provides a training programme for the municipal year and specific programmes for Members to develop their Leadership skills. Members have a set of core training which is compulsory which includes the code of conduct training. Mandatory Training is provided to Members sitting on Audit, Planning and Licensing Committee. Members may not sit on these Committees unless they have undertaken this training. **Developing the Capability of the Organisation's Leadership and Other Individuals** The Council is committed to a program of leadership development and now has a well-established rhythm of meetings

	and engagement through the Executive Team (Executive Directors), the Strategic Leadership Group (Departmental Management Teams / Assistant Directors and above) and the Senior Managers' Forum, (Heads of Service and other senior managers). These groups support personal as well as collective organisational development through building relationships across Departments. The Council has policies and procedures relating to HR and these are available on the Council's intranet site and are easily accessible. We have a staff handbook to ensure consistent and high-quality people management across the Council. Any changes to policies are effectively communicated to staff.. Underpinning this, a comprehensive programme of review is underway across all workforce policies, Employment panel agree all policy changes. Services are required to have regular team meetings, and one to ones with line managers, and these are in addition to the annual performance setting discussions that inform key priorities and outcomes for the year (the Employee Review). There is an Executive team briefing, and regular weekly staff e-mail communications providing staff broadcasts and wellbeing support. Locally, engagement activity is delivered within Departments and Services aligned to their specific ways of working. Immediately following local elections, new Council Members receive an induction into the work of the Council and their role as local members. The format and content are reviewed annually with members at the Member Development Group. The induction training is also open for existing members to attend. In addition, the Council provides a mock Council training session for new members and existing Members to attend; the Leaders of the Groups support this training. The Council is committed to promoting the physical and mental health and wellbeing of the workforce through both specific interventions and opportunities and as a central part of the role of all managers. There is a dedicated intranet page with a wide range of support and guidance for staff and their managers as part of the Council's 'Live Better, Feel Better programme' covering a wide range of health and wellbeing topics across including mental, physical and financial wellbeing underpinned by a 24/7 Employee Assistance Programme (phone line and online support) providing a range of support. During the past year, the Council has launched its new Occupational Health Provider and transitioned to a new Employee Assistance Programme. An all-staff roadshow was also held in the Town Hall so staff could

	engage with the range of wellbeing and benefits available to them. • All staff Members have an annual personal development review. • Staff are required to complete a suite of mandatory training modules, compliance is reviewed regularly, Managers are provided with a dashboard providing this information. • A full induction is provided to all new starter and all staff moving roles. There is a programme of briefings to all staff led by the Chief Executive. All staff members have access to our Employee Assistance programme.
Principle F - Managing risks and performance through robust internal control and strong public financial management	**F1 – Managing Risk** The Council operates a risk management framework that aids decision making in pursuit of the organisation's strategic objectives, protects the Council's reputation and other assets and is compliant with statutory and regulatory obligations. The Corporate Risk Register is part of this framework and is an articulation of the key risks impacting the Council. It is used to inform decision making, provide assurance over actions being taken to manage key risks and to inform directorate level risk management planning and mitigation activities. Named risk managers are identified in the Register for its key strategic risks. The corporate risk register is presented to, and discussed by, the Executive Team throughout the year, and is regularly presented to the Audit Committee. In addition to this, internal audit report findings on audits are presented to the Audit Committee throughout the year. Other senior officers throughout the organisation report to both the Council's Cabinet and the Locality Board as well as various Overview and Scrutiny Boards. Reports to Committees also include a section that sets out the risks to any proposals and recommendations. Equality Impact Assessments are undertaken, where required and documented as part of all formal Committee Reports to ensure the Council is acting in accordance with the requirements of the Public Sector Equality Duty. All reports presented to Cabinet are signed off by both the Monitoring Officer and the S151 officer (or nominated individual) to ensure appropriate financial and legal oversight is provided on all recommendations. Legal and financial implications are set out in all reports to ensure that the implications of recommendations are fully understood prior to a decision being made.

	F2 – Managing Performance The Council puts in place Key Performance Indicators (KPIs) to monitor service delivery whether services are internal or through external providers. An Integrated Monitoring and Corporate Plan report is provided to the Executive team monthly. This brings together analysis of performance against the Corporate Plan to highlight any challenges so that they can be addressed. The Cabinet receives quarterly reports on our performance against the Corporate Plan. **F3 - Effective Overview and Scrutiny** **3.1** **Scrutiny and challenge by Council and its Committees** - The Council has bodies responsible for monitoring and reviewing the Council's governance: **3.2** **The Cabinet -** Proposes the budget and policy framework to Council and makes decisions on resources and priorities relating to the budget and policy framework **3.3** **Audit Committee -** Approves the Council's Annual Accounts, oversees External Audit activity and oversees the effectiveness of the Council's Governance, risk management, and internal control arrangements **3.4** **Overview and Scrutiny Committee -** Considers the implications of financial decisions and changes to corporate, partnership and city region governance arrangements **3.5** **Health Scrutiny committee** - To review the policies and performance of the Council and external organisations in relation to the following areas: 3.5.1 Adult social care (including adult safeguarding Health and wellbeing board 3.5.2 Housing 3.5.3 Public health 3.5.4 Adults and Communities budget and policy framework 3.5.5 Statutory health scrutiny powers including the review and scrutiny of any matter relating to the planning provision and operation of health services for children and young people, including transitional health care services, affecting the area and to make reports and recommendations on these matters 3.6 **Childrens scrutiny committee** - To review the policies and performance of the Council and external organisations in relation to the following areas: 3.6.1 Education and Schools

	3.6.2 Children and Young People Support and Safeguarding Services 3.6.3 Children and Young People Specialist Services 3.6.4 To scrutinise individual Cabinet decisions relating to the above areas. 3.6.5 To monitor the Council's performance in the above areas. • To scrutinise statutory inspection reports and oversee the implementation of any recommendations arising from such reports. • Transitional arrangements between children and adult services • Statutory education scrutiny powers 3.7 **Standards Committee** - Promotes high standards of ethical conduct, advising on the revision of the Codes of Corporate Governance and Conduct for Members. The three Scrutiny Committees which hold decision makers to account and play a key role in ensuring that public services are delivered in a way residents want - the agenda, reports and minutes are publicly available on the Council website. All scrutiny committees have a forward plan outlining the matters the Committee will scrutinise. Scrutiny Chairs meet regularly as a group to review their plans. **F4 – Robust Internal Control** The Council Annual Corporate Risk Management report, and its Internal Audit Plan set out the view on the internal control environment. The report sets out areas in which the internal control environment required strengthening. Appendix C - IA Strategy and QAIP 2025-26 - IA Development Plan 2025-26.pdf The Council has an Audit Committee, in line with CIPFA's 'Position Statement: Audit Committees in Local Authorities and Police (2018)', which provides an independent and high-level resource to support good governance and strong financial management. The Council maintains clear policies and arrangements in respect of counter fraud and anti-corruption. These are the Anti- Fraud and Anti-Corruption Policy; Whistleblowing Policy; Anti Money Laundering Policy and the Anti Bribery Policy. These policies were last refreshed in December 2024 along with the production of an updated strategy. https://www.bury.gov.uk/my-neighbourhood/fraud

	F5 – Managing Data The processing of personal data is essential to many of the services and functions carried out by local authorities. The Council complies with data protection legislation, which includes GDPR (General Data Protection Regulation) and the Data Protection Act 2018 (DPA 2018). This will ensure that such processing is carried out fairly, lawfully, and transparently. https://www.bury.gov.uk/council-and-democracy/data-protection/data-protection-legislation The Council reviews and supplements its policies, and keep its processing activities under review, to ensure they remain consistent with the law, and any compliance advice and codes of practice issued from time to time by the Information Commissioner's Office (ICO). The Council ensures that officers handling personal data are trained to an appropriate level in the use and control of personal data. It is made clear that all staff and Members are personally accountable for using the Council's information responsibly and appropriately. All staff must undertake protecting information e-learning training on an annual basis, and this forms part of the induction process for new staff. Data protection also forms part of the induction program for new Members and is included in the Council's new starters induction pack. Information Governance is overseen by the Director of Law and Governance who is the Senior Information Risk Officer for the Council (SIRO). The Council's performance on managing data is reported to the Audit Committee on a bi-annual basis. The Council makes information available to the public via the information access regimes provided for by the Freedom of Information Act 2000 and the Environmental Information Regulations 2004. Data protection legislation, including the Data Protection Act 2018, provides individuals with various rights. The Council ensures that all valid requests from individuals to exercise those rights are dealt with as quickly as possible, and by no later than the timescales allowed in the legislation. Information regarding Freedom of Information requests and Environmental Information Regulations can be found online by accessing the following link: https://www.bury.gov.uk/council-and-democracy/requesting-information • A suite of policies are in place 03 Data Protection Policy September 2024.pdf

	• Two Caldicott Guardians are in place for Children and Adults they provide leadership and guidance on complex matters. • An electronic system is in place for the reporting of data breaches. • The DPO provides advice on Privacy Impact Assessments and Data Processing agreements. • The Council maintain a Record of Processing Activity. • The Council operate of system of Information Governance champions. • The DPO works with other DPO/Leads across GM and alongside the GMCA team ensuring that good practice is maintained. **F6 – Strong Public Financial Management** The Council's approach to Financial Management ensures that public money is safeguarded at all times, ensuring value for money. Its approach supports both long-term achievement of objectives, and shorter term financial and operational performance. The Director of Finance (S151 Officer) ensures that appropriate advice is given on all financial matters, proper financial records and accounts are kept and oversees an effective system of internal financial control. The Director of Finance ensures well developed financial management is integrated at all levels of planning and control including management of financial risks, systems, and processes. The Constitution (Part 4 Section 6) details the financial regulations which underpin the financial arrangements. https://councildecisions.bury.gov.uk/documents/s39461/Section%206%20Financial%20Regulations.pdf The Financial Management Code (FM Code) sets out the standards of financial management expected for local authorities and is designed to support good practice and to assist local authorities in demonstrating their financial sustainability. The FM Code was launched in 2019, with the first full year of compliance being 2021/22. Section 25 of the Local Government Act 2003 requires that when a local authority is making its budget calculations, the Chief Finance Officer ('CFO') of the authority must report to the Council on the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves. • GF Budget 2025-26 and MTFS 2026-28 Report, item CA.301a PDF 1 MB

	• Appendix 1 - CTax Base and Resolution and Collection Fund Surplus Deficit Report, item CA.301a PDF 679 KB • Appendix 2 - 2025-26 Treasury Management Strategy, item CA.301a PDF 976 KB • Appendix 3 - 2025-26 to 2027-28 Capital Strategy, item CA.301a PDF 691 KB • Appendix 4 - Dedicated Schools Grant, item CA.301a PDF 687 KB • Appendix 5 - Budget 2025.26 EQIA, item CA.301a PDF 731 KB • Appendix 6 - Chief Finance Officer Statement, item CA.301a PDF 580 KB • Appendix 7 - Savings Templates, item CA.301a PDF 515 KB • Financial management led by the Finance Board, which is Chaired by the s151 Officer Director of Finance. • Ensure advice is given on all financial matters; proper financial records and accounts are kept and oversees an effective system of internal financial control. • When making our budget calculations, ensure that the Chief Finance Officer S151 reports to Council on the robustness of the estimates made for the purposes of the calculations, and the adequacy of the proposed financial reserves. • Follow CIPFA's Prudential Code and Treasury Management Code of Practice which set out the risk framework through which the Council manages its balance sheet and makes capital investment decisions. • Maintain strategies and processes detailing our approach to decision making on capital investments, and treasury management The Council delivers a range of partnerships which involves working with others, these include: • Joint venture arrangement for the development of the Millgate Estate; A board is in place attended by the Bury Council Chief Executive, the Council Leader and the Executive Director of Place. Strategic financial advice and legal support is provided by the S151 Officer and the Monitoring Officer. A Council officer is assigned to provide day to day support to the Joint Venture. • Joint venture arrangement in place for the development of Prestwich Town Centre. A Board is in place which is attended by the Bury Council Chief Executive, the Council Leader and the Executive Director of Place. Strategic financial advice and legal support is provided by the S151 Officer and the Monitoring Officer.

	The Council also has relationships with: • Bury MBC Townside Fields, a wholly owned subsidiary set up to develop Townside Fields, including Q park, 3KP, Townside Fields, Premier Inn. • Townside Fields Management Company, a company in which Bury MBC owns a third of the shareholding. • Six Town Housing Limited – A wholly owned subsidiary company of the Council and Private Registered Provider of Social Housing owning and leasing 149 social housing homes which it lets and sublets to its own social housing tenants under the assured tenancy regime governed by the Housing Act 1988. The Council has taken the decision to close down this company and governance arrangements are in place to ensure oversight of this matter. • Persona – a Local Authority Trading Company established to provide a range of adult social care services. It is a requirement of the Code of Practice on Local Authority Accounting that 'Where an authority is in a group relationship with other entities and undertakes significant activities through the group, the review of the effectiveness of the system of internal control should include its group activities.' Arrangements are in place for the Council and the group companies to work together in setting priorities and overseeing and reporting on performance. The internal audit service also carries out audits of these organisations as part of the requirement to fulfil statutory S151 duties. The commercial Board has oversight of the activities of Council companies which is Chaired by the Council's s 151 Officer. CIPFA's Prudential Code of Practice and Treasury Management Code of Practice sets out the risk framework through which the Council manages its balance sheet and makes capital investment decisions. There is a Capital Board which is chaired by the S151 Officer, and the Capital Strategy and capital approval process detail the approach to decision making on capital investments, and the Treasury Management Strategy details the approach for debt management and cash investing, both of which contribute to strong, ongoing financial management of the Council's balance sheet. • Operate an effective risk management framework, ensuring that a system of risk recording is across all areas of the Council to inform the corporate risk register.

	• Clear performance metrics against the corporate plan are reported to Members on a quarterly basis, under pinned by a system of Boards and Members Assurance Group. • Effective Overview and Scrutiny committees providing a check and balance and critical friend role. • Internal controls to assist in the management of risks. Response to internal and external audit reports including responding to any recommendations from our Auditors. • Internal control processes, which support the achievement of our objectives while managing risks. The current approach will be set out annually in Risk and Internal Audit reports to Audit Committee and supported by our governance Boards. • Maintain and communicate clear policies and arrangements in respect of counter fraud and anti-corruption. • Maintain an Audit Committee which oversees the effectiveness of governance and risk management arrangements, internal systems of control, and antifraud and anti-corruption arrangements. • Annually report to Audit Committee our internal auditor's findings into the overall adequacy and effectiveness of the framework of governance, risk management and control. • Ensure robust and integrated risk management arrangements are in place, we have risk registers supported by a risk tool kit. Our corporate risk register is reviewed by our Audit Committee • Maintain financial regulations to ensure consistency and clear financial protocols • Maintain a transparent complaints and feedback procedure. • Internal Audit annual risk-based programme of internal audits informed by the council's risk register. • Ensure effective information governance arrangements are in place to support compliance with existing and emerging legislation for data protection and privacy. Regular Finance and performance reporting – quarterly budget monitoring to Members by way of Cabinet report and report to the Overview & Scrutiny Committee.
Principle G - Assurance and Effective Accountability	**Implementing Good Practice in Transparency** The Council follows the Local Government Transparency Code 2015, which includes requirements and recommendations for local authorities to publish certain types of data. https://www.gov.uk/government/publications/local-government-transparency-code-2015 The Council's website is set out in a clear and easily accessible way, using infographics and plain language. Information on expenditure, performance and decision making is sited together

	in one place and can be accessed quickly and easily from the homepage. https://www.bury.gov.uk/ **G2 – Implementing Good Practices in Reporting** The Council produces a detailed, annual Corporate Performance Delivery Report, which charts the boroughs progress towards its vision and priorities. The Executive has oversight of performance, finance and workforce matters, regular finance reports are brought to this meeting. https://councildecisions.bury.gov.uk/documents/s35746/Bury%20Corporate%20Plan%20Performance%20and%20Delivery%20Report%20Quarter%20Four%20End%20of%20Year%202022-23.pdf • We follow the Local Government Transparency Code, which includes requirements and recommendations for local authorities to publish certain types of data The council is committed to being open and transparent about its financial affairs. • Details of all council expenditure over £500 are published on the council's website • Our pay policy statement is published online as is details of senior officer remuneration • We publish our contract register which contains details of all contracts for the supply of goods and services to the council that have a value in excess of £5,000. • Internal audit independently and critically evaluates the council's internal control framework and, where necessary, makes recommendations for improvement and the introduction of best practice. • The Head of Internal Audit presents an annual report to Audit Committee to provide an opinion on the overall adequacy and effectiveness of the council's internal control environment. • The Audit Committee meet to receive the reports of both Internal and External Audit. **Implementing good practice in reporting** • We report on finance and performance against our plans on a quarterly basis to Cabinet. • We ensure that the Executive Leadership team receive reports from our Governance Boards to ensure identified challenges can be addressed. • We produce an annual State of the borough report **Assurance and effective accountability**

	The Council operates a series of Boards to provide internal assurance and governance, the Boards report to the Member Assurance Group and to Executive Leadership Team. Boards meet on a monthly basis and Members Assurance Board and Executive Leadership Team meet weekly. Committees and council provided the framework for monitoring and reviewing Council governance. Cabinet leading on the budget and policy framework, making decisions on resources and priorities relating to the budget and policy framework. Audit committee providing oversight of the internal control arrangements, governance and risk management. Our scrutiny committees Overview & Scrutiny, Health Committee. Childrens scrutiny committee all met regularly throughout the municipal year. In addition constitutional reviews were provided to Council alongside a pro active standards committee who undertook a range of work in accordance with its annual work programme. Statutory Officers meet on a monthly basis. Senior officers across the Council met at wider leadership team meetings, focus on areas of compliance including audit recommendations and personal development reviews.. **Assurance – System of Boards** The council operates six Assurance Boards. The Boards report into Executive Leadership Team and Members Assurance Group through a monthly highlight report (which is shared with the Cabinet Members). The Boards are chaired by an Executive Director and attended by Directors and Directorate leads. The assurance boards meet monthly, with clear Terms of Reference, work programmes, a lead Officer and action notes/action tracker. The Assurance Boards are: • Finance Board – Chaired by the Director of Finance • Governance and Assurance Board – Chaired by Director of Law & Governance • Regeneration Board – Chaired by Executive Director of Place • Commercial Board – Chaired by the Director of Finance • Performance Delivery and Transformation Board - Chaired by the Executive Director of Strategy & Transformation • Property and Estates Board – Chaired by the Executive Director of Place The assurance framework which supports these Boards has been developed further and finalised with a detailed Improvement Work Plan accompanied by quarterly milestones which are tracked through each Board's Highlight Report. The assurance framework details roles and responsibilities of Chairs, Deputies and Leads of the Board. It determines attendance and sets out

	meeting expectations. Improvement activity is on-going across all Boards below sets out the improvement activity being undertaken by each Board. Executive Leadership Team meet weekly, chaired by the Chief Executive and with formal action notes and action tracking by the Chief Executives PA. Attendance to include all Executive Directors and statutory officers. The standing agenda will include: • Operational overview and update, including update/feedback to Directors from Executive Leadership Team • Actions/issues from Assurance Boards • Highlight reports from corporate business partners, provided on at least a quarterly basis • Decision making, review of planned Council meetings A weekly Member Assurance Group is held to facilitate private political briefing and challenge on key areas of risk, membership includes, the Leader and Cabinet Member for Finance and the Chief Executive. Relevant Cabinet Members and Senior Officers are asked to attend by invitation. Action notes and action log are to be produced and shared weekly at Executive Leadership. The Group has a forward plan and an action tracker. key areas of focus: • Internal audit recommendations • Financial transformation • Estates, including the corporate landlord, and estates compliance • Savings delivery • Key changes in services for example preparedness for Childrens legislative changes Elected Member Oversight will be provided via regular reporting into the Council's Audit Committee and the Overview and Scrutiny Committee. A standardised agenda is used for all Cabinet Portfolio Meetings, which will include internal audit reports and assurance board highlight report. A consistent structure, including a standardised agenda is applied to Departmental Management Teams, which will support the Board structure by providing oversight and assurance of Business-as-Usual activity including workforce and budget management. Standard Agenda to include: • Operational overview and update, including update/feedback to Directors from Executive Leadership Team • Actions/issues from Assurance Boards

	• Highlight reports from corporate business partners, provided on at least a quarterly basis • Decision making The Senior Leaders' Group of Council Directors meet on a quarterly basis with a specific remit to develop a high-performance culture.

5 Annual Review of the Effectiveness of the Governance Framework

5.1 The Council has a legal responsibility to conduct an annual review of the effectiveness of its governance framework, including the systems of internal control. After conducting this review, the Council has assurance that its governance arrangements and systems of control are not sufficiently robust and require strengthening.

5.2 The Council received a statutory recommendation from its Auditors in December 2024, the Council responded to the recommendations and prepared an Improvement Plan. The Plan was endorsed by Audit Committee at a Special meeting on the 9th of January 2025 and subsequently reported to Council. The Plan set out the following improvement actions and addressed the areas raised in the improvement notice. Please see agenda and improvement plan. (Public Pack)Agenda Document for Audit Committee, 09/01/2025 19:00. The plan has driven governance improvements throughout the year with the Council making changes to the way it operates it systems of internal governance.

5.3 The Improvement Plan and Council progress has been reviewed at each Audit Committee meeting, ensuring that Members are updated and can track progress. Audit Committee considered progress reports on 8 April 2025, 23 July 2025, 20 October 2025, 8 December 2025 and 17 February 2026. This provided a regular public reporting mechanism through which Members could review delivery against the Improvement Plan, challenge progress, seek assurance on actions taken and monitor whether improvement activity was becoming embedded across the organisation. In addition, the Improvement Plan was reviewed by Overview and Scrutiny Committee on 9 December 2025, providing further Member scrutiny of the Plan's delivery and the opportunity to consider progress alongside the Council's wider financial and performance context. Alongside the Improvement Plan each Board has key activities to deliver improvements.

5.4 Throughout 2025/26 the Audit Committee maintained active oversight of the Council Improvement Plan. The April 2025 report provided the first progress update following approval of the Improvement Plan and asked Members to note progress and continue to endorse the action plan, ensuring Member oversight through Audit Committee and Overview and Scrutiny Committee. The report identified significant progress within expected target dates across the plan, including financial resilience, finance capacity and transformation, governance and compliance, estate management and leadership and governance arrangements.

5.5 The July 2025 report provided a second update on activity and delivery against the Improvement Plan and highlighted the improvement work being carried out by the Assurance Boards. It also recorded wider organisational activity, including Council-wide briefings, Senior Management sessions and Strategic Leadership Team engagement with improvement work and compliance sprints.

5.6 Further updates were considered by Audit Committee on 20 October 2025, 8 December 2025 and 17 February 2026, maintaining the Committee's line of sight over delivery and ensuring regular public assurance on progress.

5.7 This programme of Audit Committee reporting demonstrates that the Council put in place a structured and recurring oversight process for the Improvement Plan during 2025/26. The reports enabled Members to consider progress against key workstreams, including financial resilience, financial transformation and capacity, governance and compliance, estate management, leadership and governance arrangements, and the operation of the Assurance Boards. The reporting cycle also supported transparency, accountability and challenge by ensuring that progress was reviewed in public and that improvement activity was linked to the Council's wider assurance framework.

5.8 By February 2026, this regular reporting had provided a clear audit trail of improvement activity and Member oversight. The continued consideration of progress by Audit Committee, alongside scrutiny by Overview and Scrutiny Committee, including its review of the Council Improvement Plan on 9 December 2025, together with oversight through Executive Leadership Team, Member Assurance Group and the Assurance Boards, provides evidence that the governance improvements introduced in response to the statutory recommendation were being embedded within the Council's business-as-usual arrangements and contributing to a strengthened control environment.

Audit Committee Report - Councils Improvement Plan.pdf
Agenda for Audit Committee on Tuesday, 8th April, 2025, 7.00 pm - Bury Council

6 Update on Financial Strategy

6.1 During 2025/26 the Council continued to strengthen its financial governance arrangements through the operation of the Strategic Finance Board and wider assurance framework.

6.2 The Finance Board has operated as part of the Council's strengthened assurance framework, providing senior officer oversight of the in-year revenue budget including delivery of approved savings, capital programme, future budget planning and financial transformation activity. The six-month review identified that the Board arrangements are beginning to work effectively, with improved decision-making, increased accountability and stronger challenge across the organisation.

6.3 Budget governance has been strengthened through the Board structure, with regular monitoring of key workstreams including zero-based budgeting, the 2026/27 budget timetable, savings development, capital programme oversight and the finance transformation programme. The Unit4 project has also supported this work through agreement of chart of account principles in February 2025 and agreement of the chart of accounts ahead of the zero-based budgeting process in July 2025.

6.4 The Finance Board links into the wider assurance framework through reporting and escalation routes to Executive Leadership Team and Member Assurance Group, with financial transformation, estates compliance and Project Safety Valve identified as areas of regular Member Assurance Group focus. This provides a clearer route for financial risks, delivery issues and significant decisions to be escalated and challenged.

6.5 These arrangements have strengthened organisational oversight of financial performance, financial risk and delivery of the Medium-Term Financial Strategy.

- Zero based budgeting
- Analysis of the local government multi-year finance settlement including the Government approach to addressing the High Needs Block deficit which has significantly reduced the Council's financial risk in this area.
- Finance service improvement including restructure of the finance service
- New Procurement and Contract management operating model
- Balanced 2025/26 budget set
- Introduction of automation and self service in financial processes
- Move to a new Unit 4 system which will incorporate new ways or working and which is being delivered as a council wide transformation programme.

Unit4 Financial Systems Transformation

6.6 The Council has continued to progress implementation of the Unit4 transformation programme as a key component of its financial improvement activity. It has been recognised that the current Financial Management System is nearing the end of its lifecycle, which limits efforts to modernise and deliver efficiencies and service improvements. Challenges include fragmented financial processes, reliance on manual tasks, an over-complicated coding structure and a lack of self-service options for staff and suppliers.

6.7 There are also number of inherent risks and compliance concerns regarding the existing system alongside high reliance on manually based financial transaction activities which is affecting the efficiency of the finance service and the wider organisation.

Unit 4 Contract Cabinet Report 25 September 2024 PART A.pdf,
Decision - Unit 4 System Upgrade & Transformation Strategic Partner Contract Award - Bury Council

6.8 The six-month review of Board activity confirmed that technical specifications for the period July to September had been delivered, chart of account principles were agreed in February 2025, the chart of accounts was agreed ahead of the zero-based budgeting process in July 2025, and the post-zero-based budgeting chart of accounts remained on track for sign-off on 1 November 2025.

6.9 Programme governance for Unit4 is being overseen through the Council's financial transformation and assurance arrangements, with progress considered through the Finance and Performance, Delivery and Transformation boards and relevant senior officer governance routes. This provides oversight of delivery milestones, risks, dependencies and escalation requirements as the programme moves from design into implementation and embedding.

6.10 Implementation milestones include delivery of the July to September technical specifications, agreement of chart of account principles, alignment of the chart of accounts with the zero-based budgeting process, and preparation for post-zero-based budgeting sign-off. Further milestones will include system configuration, testing, training, data migration, user readiness and go-live assurance.

6.11 The expected benefits of the Unit4 transformation include stronger financial controls, reduced reliance on manual processes, improved automation, enhanced self-service functionality for staff and suppliers, better management information, and more timely reporting to support budget monitoring, forecasting and decision-making.

6.12 The Unit4 transformation programme is expected to support improvements in efficiency, financial reporting, management information and internal control arrangements across the organisation.

6.13 The Finance Board agreed a detailed 2025/26 budget timetable agreed setting out the approach, workstreams and timelines supporting production of proposals to address the structural funding gap. This built on the agreed strategy and involve a zero-based budget review of all council services and identified of proposals that will enable a balanced budget to be set without recourse to reserves over the current medium term financial strategy. The timetable and approach will include the identification of additional capacity requirements to support the budget work and be funded from the ongoing capital receipt flexibilities in place to support council and service transformation.

6.14 Development of budget proposals, involving the wider workforce, on a service basis through consideration of:

- The key cost drivers affecting their services.
- Current service performance levels including a productivity assessment and how they compare to benchmark councils and 'best in class'.
- Current service standards being operated to and the scope for changes in those standards including any elements of the service that could be stopped or reduced.
- Consideration of different models of service delivery.
- Opportunities from implementing different ways of working, including self-service if appropriate.
- The impact of their proposals on other service areas i.e. either in requiring their input and support in delivering the change or in potentially increasing costs elsewhere.
- Opportunities for additional income generation.
- The impact of their proposals on the customer

6.15 The finance service restructure has a number of key milestones which are overseen by the Boards:

- Consult on Phase One of new Finance Structure
- Begin recruitment to Phase One of new Finance Structure
- Develop Phase Two of new Finance Structure for consultation informed by the Unit 4 upgrade transformation programme.

7 Organisational Updates

7.1 Corporate Core

1. Successfully agreed the 2025/26 Budget and updated the Medium-Term Financial Strategy (MTFS) despite continuing financial pressures facing the Council. Continued development of financial improvement activity and refreshed financial planning arrangements via the Finance Board. Progressed preparations for digital and finance transformation, including planning for the Unit4 upgrade programme and associated financial transformation programme.

2. The Council's Adult Learning Service achieved the expected standard in three of the five inspected categories by Ofsted in November 2025. It was graded as requiring improvement in two areas. The report evaluated the service under the new Ofsted standards. Achievement, inclusion and curriculum and teaching were praised by the regulator. The inspection stated that oversight needed refinement and the service was challenged to boost broader learner engagement. A plan is in place to respond to the matters raised which is overseen by the Executive Director.

3. Following the establishment of the six new assurance boards at the beginning of 2025 the Corporate Core continued to support the strengthened governance, oversight and decision-making assurance across the organisation. The Corporate Core drove the delivery of the key outcomes from the Board providing support to the Board Chairs in the delivery of monthly highlight reports, monitoring of Board activities and ensuring linkages between the Boards, Member Assurance Group and the Executive Leadership Team. A review of all Board activity was carried out and revised delivery plans for each Board. All Boards reviewed their terms of reference. The Governance and Assurance Board extended its remit and established a Health and Safety subgroup which now reports to the Governance and Assurance Board.

4. The Corporate Core supported the refresh of the LET'S Di It! strategy across Team Bury, marking the half way point of the journey to 2030. This refresh provided a renewed framework for partnership working and commitment to borough-wide priorities. The Corporate Core also agreed a new partnership arrangement with the Bury Voluntary, Community and Faith Alliance (VCFA) on behalf of the Council, strengthening collaboration with the voluntary and

community sector and recommissioned local VCFSE infrastructure support through an updated agreement approved by Cabinet in March 2025.

5. The Corporate Core supported the refresh of the LET'S Di It! strategy across Team Bury, marking the half way point of the journey to 2030. This refresh provided a renewed framework for partnership working and commitment to borough-wide priorities. The Corporate Core also agreed a new partnership arrangement with the Bury Voluntary, Community and Faith Alliance (VCFA) on behalf of the Council, strengthening collaboration with the voluntary and community sector and recommissioned local VCFSE infrastructure support through an updated agreement approved by Cabinet in March 2025.

6. Workforce and Organisational Development achieved a significant improvement in Performance Development Reviews (PDRs), with completion rates increasing to 89.3% Council wide, representing an improvement of around 30 percentage points. The service continued organisational development activity, including staff engagement programmes, wellbeing initiatives, induction improvements and the LET'S Do It! Brilliantly awards programme.

7. Bury Council Housing Services has undertaken significant work during 2025/26 to prepare for regulatory inspection by the Regulator of Social Housing and to strengthen compliance with the consumer standards. Following the return of housing services into direct Council management, the service has used external review, member oversight, tenant feedback and service improvement planning to identify gaps, strengthen assurance and demonstrate progress against regulatory expectations. A mock inspection was undertaken by Altair against the Regulator of Social Housing consumer standards. This identified areas of good practice, including property compliance, fair treatment of tenants and the Council's approach to listening to tenant voice, while also identifying improvement actions in relation to repairs, anti-social behaviour, tenant engagement, data, governance and the website. The findings have been used to prioritise service improvement plans and to ensure that outstanding actions are included within the 2026/27 housing service planning process.

8. Governance and oversight arrangements have been strengthened through the Housing Advisory Board, Housing and Performance Overview and Scrutiny Sub-Committee, Cabinet reporting and the Housing Services leadership arrangements. The Housing Advisory Board provides strategic advice and assurance to the Cabinet Member for Housing, reviews compliance with regulatory standards, considers Tenant Satisfaction Measures, complaints performance, building safety and regulatory compliance, and supports the embedding of tenant voice within service design and delivery.

9. Housing Services has also strengthened its approach to complaints handling and learning. Cabinet considered the Annual Complaints Performance and Service Improvement Report and the self-assessment against the Housing Ombudsman Complaint Handling Code in September 2025. The service

identified that complaint volumes were lower than expected, indicating that some dissatisfaction may previously have been managed outside the formal complaints process. In response, the service reviewed the complaints policy and process, clarified the distinction between service requests and complaints, strengthened staff training, agreed improvement actions and introduced additional reporting to Housing Advisory Board and senior leadership. The Tenants Voice Forum has also reviewed complaint handling and made recommendations to improve accessibility, communication, accountability and follow-up on agreed actions.

10. The Council has taken steps to improve tenant voice, transparency and accountability. Work has been undertaken to improve reporting on engagement activity and outcomes, develop the tenant engagement strategy, increase the visibility of how tenant feedback influences services, and ensure that diverse tenant voices are heard. The service has also reviewed its reasonable adjustments policy and is taking action to improve the quality and completeness of tenant profile data so that services can be better tailored to tenants' needs.

11. Compliance activity has been strengthened across building safety, repairs and asset management. A Housing Services Property Restructure was approved to increase capacity and capability in repairs, building safety compliance and asset management, with additional permanent roles funded through the Housing Revenue Account. This was designed to ensure that tenants' homes are safe and well maintained and that the Council can meet the Regulator of Social Housing's Safety and Quality Standard. The service has also reviewed repairs performance, damp and mould processes, contractor performance, first-time fix rates and follow-on works, with improvement activity linked to preparation for Awaab's Law and the wider repairs review.

12. Further work has been undertaken to strengthen reporting and assurance against the Regulator's standards. Anti-social behaviour and hate incident action planning has been developed and reported through Housing Advisory Board. Reporting has been introduced or strengthened in relation to tenancy sustainment, allocations and lettings, domestic abuse, compliance and building safety. The Council has also progressed work on Housing IT and systems to improve data quality, performance reporting, customer service and regulatory assurance. Together, these actions demonstrate that Housing Services has moved from initial readiness activity into a broader programme of regulatory compliance, tenant-focused service improvement and strengthened governance. The work provides assurance that the Council understands the key regulatory risks, has put in place governance to monitor delivery, and is continuing to embed improvement across housing services.

13. The Democratic Services team in August 2025 won team of the year at the Association of Democratic Service Officers awards for transforming the Members training and development programmes. The Legal service retained its Law Society quality accreditation (LEXCEL).

<u>Place Directorate</u>

7.2 The Place directorate was established in December 2024 by bringing together Business Growth and Infrastructure with Operations and undertaking staff consultation, engagement and team development.

7.3 As part of the Council wide governance changes the Directorate has embedded strengthened governance arrangements, with major regeneration activity overseen through the Regeneration and Sustainability Board and property, estates and compliance matters overseen through the revised Estates Board, reporting into Executive Leadership Team and Member Assurance Group. It continues to strengthen property and estates governance, including improved oversight of the Council's estate, corporate landlord arrangements, RAAC assurance, fixed asset information and facilities management capacity.

7.4 The service has progressed major regeneration programmes across Bury, Prestwich and Radcliffe, including town centre masterplan activity, joint venture arrangements, Prestwich Village regeneration, Radcliffe Hub and wider township development work, including strategic planning, housing growth, brownfield development, employment land, infrastructure planning and delivery of Corporate Plan priorities.

7.5 The Operations Directorate will as a part of the Improvement Programme it is going through be subject to an overhaul of its internal governance. This will include the development of a clear business plan, a project governance structure and oversight arrangements and a stronger focus on responding to audit and member assurance concerns.

7.6 Delivered improvements in neighbourhoods and environmental services, including community clean-up activity, work to address fly-tipping, local environmental quality and continued development of neighbourhood-based approaches.

7.7 Progressed highways, transport and infrastructure activity, including highways asset management, planned maintenance, active travel and transport-related schemes. Supported business, employment and skills outcomes, including economic development, business engagement, worklessness programmes and activity to strengthen the Bury Means Business offer.

Adult Social Care

7.8 The Council has reviewed the governance arrangements supporting the statutory Director of Adult Social Services function. Based on the evidence recorded in the assurance statement, the Council is satisfied that arrangements are in place to enable the DASS to discharge the statutory chief officer responsibilities for adult social care, including strategic leadership, accountability, planning, commissioning, professional standards, safeguarding, wellbeing, equality, consultation and partnership working.

7.9 The Council confirms that the statutory Director of Adult Social Services (DASS) function is in place and that the postholder has the seniority, authority and accountability required to discharge the role. The DASS is directly accountable within the Council's structure, is supported by the Council's Constitution and Scheme of Delegation, and has appropriate access to the Chief Executive, Cabinet Member and relevant scrutiny arrangements. Political accountability is provided through the Cabinet Member for Health and Care, health scrutiny arrangements, Cabinet reporting, the Health and Wellbeing Board and wider locality governance.

7.10 The DASS has responsibility for the planning, commissioning and delivery of adult social care and related wellbeing services. This is supported by the refreshed Joint Strategic Needs Assessment, market position statements, strategic objectives, business planning and closer integrated working with NHS Greater Manchester, Public Health, Children's Services and voluntary, community and faith sector partners. The statement evidences that strategic planning is increasingly informed by risk, need, national policy and co-production activity.

7.11 Professional leadership arrangements are in place through the DASS, Assistant Director, Principal Social Worker, senior management team and operational leadership structure. The department has defined responsibilities across safeguarding, operations and client groups, and is supported by HR, organisational development, quality assurance, finance, performance, internal audit and NHS partner arrangements. The DASS is identified as the principal point of contact with national bodies for adult social care business. A recent inspection by the regulator CQC rated the department as GOOD

7.12 The statement confirms that the DASS has responsibility and authority for maintaining a clear focus on safeguarding adults and promoting wellbeing, prevention, inclusion and equality of opportunity. Safeguarding arrangements include the Adults Safeguarding Board, PiPOT functions and links with community safety. Preventative services, inclusive employment and commissioning activity support independence and seek to reduce reliance on intensive care and residential services.

7.13 The Council has arrangements for communication, consultation and scrutiny, including weekly meetings between the Cabinet Member and DASS, updates to scrutiny and boards, publication and development of online information, and commissioned co-production networks for key client groups. Further work is planned to strengthen the depth and breadth of outcomes reported to Cabinet and to improve public-facing digital information.

7.14 The evidence demonstrates a broadly sound governance framework for the DASS role. Key statutory requirements are addressed through the Council's Constitution, Scheme of Delegation, corporate reporting lines, member-level accountability, scrutiny, partnership boards, senior management arrangements, safeguarding governance and integrated planning mechanisms. The statement also identifies areas where arrangements are being strengthened, particularly performance and outcome reporting, public information, market sustainability planning, strategic needs assessment and transition planning.

Key strengths –

- Clear statutory DASS role with senior accountability and direct access to corporate and political leadership
- Updated JSNA, strategic objectives and market position work supporting planning and commissioning
- Strengthened senior management and safeguarding leadership arrangements
- Established member level accountability, scrutiny, Cabinet reporting and partnership board participation
- Developing co-production networks and improved public information routes

Children Services

7.15 During the past year, the improvement of Children’s Services continued and was recognised in two separate inspections – one of Childrens Social Care (ILACS) and one of local area SEND services and the progress made since the previous inspection in February 2024.

7.16 Bury’s Inspection of Local Authority Children Services (ILACS) took place in June 2025. Inspectors found that Bury’s children’s services had improved substantially since the previous inspection and overall, they were now judged to ‘require improvement to be good’, with leadership being judged to be ‘good’. In particular, the report noted that “far more children are receiving services that are making a positive difference to their lives and helping to ensure that they are safe and well cared for than was found at the time of the last inspection”.

7.17 The inspection was the culmination of a three- and half-year improvement journey, with six monitoring visits undertaken by Ofsted during that period and five formal DfE reviews of progress, in addition to peer reviews completed by peer local authorities and a focused review by a national expert on support for care leavers (and a follow-up visit).

7.18 Following publication of the report and further progress being noted by DfE advisers, the formal improvement notice issued following the previous ILACS inspection in early 2022 was lifted by the Minister at the end of December 2025.

7.19 In early March 2026, Ofsted and the Care Quality Commission (CQC) undertook a monitoring inspection of the Bury Local Area Partnership to assess progress against the six Areas for Priority Action (APAs) identified in the full Area SEND inspection that took place in February 2024.

7.20 The monitoring inspection concluded that effective action has been taken in all six priority action areas. This represents a significant milestone in Bury’s improvement journey, evidencing that:

- Leadership across education, health and care is stronger with prompt action when needed, leading to improved professional confidence in supporting children and young people with SEND
- Governance and oversight arrangements are working well, with effective use of data
- Multi-agency working and co-production have improved, with wider stakeholder input
- Systems and services have been strengthened to better support children and young people with SEND

7.21 The report marks a transition point from recovery to system-wide transformation, with the Council and partners expected to continue delivery through the major national SEND reforms, alongside the wider changes to Children's Services in England over the next year.

7.22 Children’s Services has also taken significant steps during 2025/26 to prepare for the national statutory and policy changes arising from the children’s social care reform programme, including the Families First Partnership Programme, the Children’s Wellbeing and Schools Bill, the Children’s Social Care National Framework and the refreshed Working Together to Safeguard Children guidance. The reforms are intended to rebalance the system towards earlier help and prevention, while maintaining effective child protection and ensuring that children, young people and families receive the right help at the right time.

7.23 Bury has approached this as a whole-system reform programme with statutory safeguarding partners and relevant agencies. The Council and partners have developed a local delivery plan for implementation of the Families First Partnership Programme, with phase one submitted to the Department for Education in June 2025 and a further delivery plan submitted in December 2025 following a series of workshops and planning meetings with partners. This has enabled the partnership to set out the local vision, key milestones and readiness activity required to implement the reforms safely and sustainably.

7.24 The local approach is built around the three national reform strands of Family Help, Multi-Agency Child Protection Teams and Family Group Decision Making. Bury has identified Family Group Decision Making as the first implementation strand, with plans to scale up the existing team so that Family Group Decision Making and family network meetings are available earlier in a family’s journey through the system. The Council and partners are also planning pilots for Multi-Agency Child Protection Teams and Family Help teams, with further work being undertaken to map pathways for children and families and to determine how the pilots will be resourced and delivered.

7.25 Governance has been streamlined to support implementation with a cross partnership delivery Board and principal oversight being undertaken by the Bury Safeguarding Children Partnership Board, with progress also being reported to the Strengthening Outcomes Board, the Locality Board and Children and Young People’s Scrutiny Committee, with quarterly meetings planned with the Department for Education regional team and delegated safeguarding partners.

7.26 The partnership has undertaken engagement and co-design activity to support readiness. This has included immersive partnership workshops supported by the Department for Education delivery partner, planning workshops with delegated safeguarding partners from social care, health, police and education, staff engagement sessions and Extended Manager Meetings. This engagement is intended to ensure that service redesign reflects Bury's local profile of need, the views of staff, children and families, and the strengths of the existing system.

7.27 Children's Services has also begun to identify and address the operational enablers needed for implementation. This includes the appointment of a Families First practice lead, development of workstreams for practice, systems, workforce, finance and communications, and consideration of the service reconfiguration, workforce development and IT system changes required to support single assessments, shared plans and partner access to systems. The local model also recognises the need for a revised multi-agency threshold document, updated local protocols, shared practice framework and revised workforce development plan.

7.28 This preparation sits alongside wider improvement activity in Children's Services, including the refreshed Children and Young People's Improvement Plan, , establishing the Strengthening Outcomes Board, embedding of the Family Safeguarding model, developing Family Hubs and Best Start activity, and SEND reform planning the establishment of the Strengthening Outcomes Board, the continued embedding of the Family Safeguarding model, development of Family Hubs and Best Start activity, and SEND reform planning. Together, these arrangements provide assurance that Bury is preparing for the statutory reforms in a structured and partnership-based way, with clear governance, delivery planning and oversight arrangements in place.

7.29 Safety Valve Project monitoring and reporting to the DfE concluded at the end of 2025/26. Future governance of sufficiency and financial sustainability of the local SEND system will be overseen by the revised SEND Reform and Improvement Board, which will succeed the SEND Improvement and Assurance Board from September 2026. The Board will drive delivery of the national reforms and the continued improvement of local SEND services for children and families.

8 Head of Audit and Risk Management Annual Opinion 2025/26

8.1 Based upon the results of the audit work undertaken during the year, the Head of Audit and Risk Management has concluded that the Authority's control environment continues to provide Limited Assurance. However, there is clear evidence of continued improvement across the Council's governance, risk management and internal control arrangements. The overall direction of travel is positive, with significant progress being made in addressing key risks and strengthening controls across a number of service areas.

8.2 Whilst it is considered too early to provide a Moderate Assurance opinion, the Council has demonstrated sustained improvement and a strong commitment to implementing agreed actions. Internal Audit has identified encouraging and measurable progress throughout the year and has noted that the risks facing the Authority are being actively addressed.

8.3 Outstanding recommendations identified through follow-up reviews continue to be monitored through the Governance and Assurance Board's monthly oversight arrangements. Internal Audit has recognised the positive contribution made by the Board in strengthening governance arrangements, improving accountability and supporting ongoing organisational improvement.

8.4 The following matters were considered by the Head of Audit and Risk Management in reaching the annual opinion:

8.5 External Auditor's Review of the Effectiveness of Governance Arrangements - progress reports were analysed and actions included in the improvement work set out above.

8.6 CIPFA Financial Management Code 2019 (FM Code) - the Authority will undertake a refreshed assessment against the CIPFA Financial Management Code during 2025/26. Since the original assessment, significant work has been undertaken to strengthen financial governance, oversight and financial management arrangements across the organisation.

8.7 The refreshed assessment against the CIPFA Financial Management Code will be informed by the strengthened Finance Board governance arrangements, the operation of the wider assurance framework and the progress made through the financial transformation programme. Evidence from the six-month review demonstrates improved oversight of financial planning, budget governance, Unit4 implementation, procurement transformation and the development of clearer routes for challenge and escalation through Executive Leadership Team and Member Assurance Group.

8.8 Annual Report to Annual Council - This report is submitted regarding the Council Constitution. The report also covers the work of the Standards Committee and any other governance changes.

9 Action Plan: Governance Challenges for 2024/25 Update

9.1 The review of governance arrangements identified 6 main areas where the Council would focus its efforts during 2025/26, to address changing circumstances and challenges identified. These are set out in the section below.

Action	
Improvement plan activity – delivery of the improvement plan	The improvement plan was reviewed by Audit committee at each of its meeting. The Overview and scrutiny Committee reviewed progress. Members have agreed that the improvement work is mainstreamed and reported regularly to Cabinet as part of corporate performance reporting.
Financial sustainability	From March 2025 to the end of March 2026 the Council undertook a significant programme of activity to strengthen financial sustainability, respond to the external auditor's statutory recommendation and reduce reliance on reserves. Council approved the 2025/26 budget and updated Medium-Term Financial Strategy in February 2025, including a net revenue budget of £238.257m and use of £5.858m from the budget stabilisation reserve to balance the budget. The budget report also set out the Chief Finance Officer's assessment of the robustness of estimates and adequacy of reserves, together with the Treasury Management Strategy, Capital Strategy and Dedicated Schools Grant budget. During 2025/26 the Council strengthened financial governance through the Finance Board, chaired by the Director of Finance, with senior officer representation from across all directorates. The Board met monthly and provided oversight of the in-year revenue budget, Housing Revenue Account, Dedicated Schools Grant, capital programme, treasury management, grant funding, savings delivery, procurement, commissioning,

	contract management and development of the Medium-Term Financial Strategy. Finance Board reporting was linked into Executive Leadership Team and Member Assurance Group, providing clearer escalation routes for financial risk, delivery issues and significant decisions. The Council introduced a more structured approach to budget monitoring, forecasting and savings governance. Regular budget monitoring reports were considered through the Council's governance arrangements, with financial performance also reported to Cabinet as part of the quarterly corporate reporting cycle. The Finance Board tracked delivery of savings and reviewed financial pressures, including demand-led pressures in Children's Services, Adult Social Care, SEND and the Dedicated Schools Grant. The 2025/26 financial outturn process also identified capital programme slippage and carry-forward requirements, enabling the Council to distinguish between timing delays and genuine savings and to strengthen capital programme deliverability monitoring for 2026/27. A detailed zero-based budgeting exercise was undertaken during 2025/26 to support the development of the 2026/27 budget and medium-term financial position. This included detailed analysis of income and expenditure budgets, service budget review and challenge sessions, benchmarking against comparator councils, review of statutory and discretionary service costs, assessment of key cost drivers, productivity and performance, service standards, delivery models, opportunities for income generation, and the impact of proposals on residents and other services. This work generated budget proposals through a

	new gateway process and supported a more evidence-based approach to closing the structural funding gap. Procurement and contract management arrangements were strengthened to support financial sustainability and value for money. The procurement transformation programme progressed across people, process and systems, with improved contract visibility through ScanMarket, development of savings opportunities, enhanced assurance for high-risk and high-value procurements through the Finance Board, and work to introduce a more consistent contract management approach. Gold level procurement governance was embedded so that significant contracts are reviewed before going to market, supporting stronger financial modelling, affordability assessment, outcome-based specifications and improved contract management. By the end of March 2026, the Council had made progress in strengthening financial oversight, budget governance, savings development, procurement assurance, finance capacity and financial systems transformation.
Governance oversight of the close down of Six Town Housing Company	The Council has put in place governance arrangements to oversee the orderly closure of Six Town Housing Limited, including oversight through Cabinet, the Commercial Board, Six Town Housing Board and Housing Advisory Board. Independent advice and options appraisal have informed the decision to close the company, with specialist legal, financial and project support being procured to manage de-registration, stock due diligence, tenant engagement and company wind-up. Key next steps include stock condition surveys, a 30-year business plan, soft market testing, further legal and financial due diligence, regulator engagement and a

	future Cabinet decision on the preferred option. Main risks relate to regulatory compliance, tenant impact, stock condition, market appetite, financial implications, legal complexity, timing of de-registration and maintaining service continuity.
Preparedness for the children's statutory changes	The Families First Partnership Programme and wider children's social care reforms will require a whole-system approach to reform across Children's Services and the wider safeguarding partnership. Bury has submitted delivery plans to the Department for Education, undertaken partner workshops and co-design activity, established strengthened governance through the Family Safeguarding and Families First Strategic Partnership Board, and is developing workstreams for practice, systems, workforce, finance and communications. Implementation priorities include scaling up Family Group Decision Making, piloting Multi-Agency Child Protection Teams and Family Help teams, mapping pathways, updating thresholds and local protocols, aligning the reforms with the Family Safeguarding model and Family Hubs, and addressing IT, workforce and partnership access requirements. Residual risks relate to the scale of service redesign, partner capacity, workforce readiness, system configuration, data sharing and ensuring safe transition while maintaining effective safeguarding and service continuity.
Financial Systems Transformation and Governance (Unit 4)	• The Council also progressed a wider Financial Transformation Programme to address financial resilience, capacity and sustainability. This included finance service improvement and restructuring, establishment of programme governance, procurement and contract

	management transformation, improved budget holder information, automation and self-service in financial processes, and modernisation of financial management arrangements. Recruitment to the first phase of the new finance structure progressed during 2025/26, with further design work linked to the Unit4 upgrade and wider transformation programme. • The Unit4 financial system upgrade was progressed as a core element of the Council's financial sustainability work. During 2025/26 the Council delivered technical specifications, agreed chart of account principles, aligned the chart of accounts with the zero-based budgeting process and continued preparation for migration to the cloud-based Unit4 system. The programme is intended to strengthen financial controls, reduce manual processing, improve self-service, improve budget holder access to accurate information, and support more timely and reliable financial reporting.

10 Governance Challenges for 2026/2027 Onwards

10.1 In developing the action plan for 2025/26 the Council has taken into account the improvement activity alongside wider sources to identify the key challenges. This includes matters from regular meetings of statutory officers, consideration of risks identified in the Corporate Risk Register and emergent challenges identified by the work of Internal Audit.

Action	
Improvement plan activity sitting alongside the Corporate plan. Review operation of the Council's governance Boards	Review of Board effectiveness and planning on a six monthly basis. Further work is required to embed the work of the Boards and track work plans for each Board. Regular review by the Executive Leadership Team and Member Assurance Group.
Housing regulator readiness	Continued governance oversight required to ensure effective preparation for the regulatory assessment.
Close down of Six Town Housing – Oversight 26/27	Oversight of the next steps including – • Ensure all regulatory requirements continue to be met • Completion of legal and financial due diligence • Completion of stock condition surveys • Clear communication with tenants • Clear tracking of key decisions, with a governance timetable
Preparedness for the children's statutory changes	Remaining work is to move from planning and readiness into implementation, testing and embedding, with particular focus on workforce, pathways, partner roles, IT, data sharing, finance and safeguarding assurance.
Financial Systems Transformation	Residual risks remain in relation to - delivery of savings, demand pressures, reliance on reserves, capital programme deliverability, SEND and DSG pressures,

	successful implementation of Unit4, recruitment and retention of finance capacity, and embedding the strengthened financial governance arrangements across the organisation.

11 Conclusion

11.1 The Council's governance arrangements have continued to strengthen throughout 2025/26, building upon the governance improvements introduced following the external auditor's statutory recommendation and the Council Improvement Plan. The establishment of enhanced assurance arrangements, including the Governance and Assurance Board, Finance Board and wider assurance framework, has improved organisational oversight, accountability and management of risk.

11.2 There have been marked improvements noted by our external regulators in relation to Children and Young People in respect of the Councils performance across both ILACs and SEND. The outcomes of the inspections took lead to improvement notices being lifted and progress being noted by the Inspectors across all six pillars of improvement activity.

11.3 The Head of Audit and Risk Management's Annual Opinion remains one of Limited Assurance; however, Internal Audit has reported clear evidence of continued improvement in the Council's control environment, with significant progress being made in addressing key risks and strengthening governance arrangements across a number of service areas. Internal Audit has also recognised the positive contribution of the Governance and Assurance Board in supporting delivery of audit recommendations and improvement activity.

11.4 Whilst further work remains necessary to fully embed the revised governance framework and deliver all aspects of the Council's improvement programme, there is clear evidence of positive progress and increasing organisational maturity. The Council remains committed to continuous improvement and to ensuring that its governance framework supports effective decision-making, accountability, financial sustainability and the delivery of high-quality services to residents.

Leader of the Council

Chief Executive

External Audit Progress Report

Bury Metropolitan Borough Council

22nd July 2026

Agenda Item 6

forvis mazars

Contents

01

Audit progress

Audit progress

Purpose of this report

This report provides the Audit Committee with information about progress in delivering our responsibilities as your external auditor.

Background to the external audit at the Council

To provide the Audit Committee with a brief understanding of the recent history of the Council's external audit, we have set out a chronology and some further background contextual information.

The requirements for external audit in local government are enshrined in legislation – the Local Audit & Accountability Act 2014. The Act sets out the scope of external audit which is further detailed in a Code of Audit Practice, issued by the National Audit Office under the 2014 Act. The 2014 Act and the Code of Audit Practice set out the two main responsibilities for external auditors as being:

- To audit local authorities' financial statements and issue an Audit Report.
- To satisfy themselves the local authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. This is known as the value for money arrangements responsibility and the auditor's commentary on the arrangements in place is reported in their Auditor's Annual Report.

External auditors for local authorities are appointed by Public Sector Audit Appointments Ltd under the Local Audit & Accountability Act 2014. Forvis Mazars are appointed as the Council's external auditor until 2029/30.

During 2019/20 and 2020/21 a large number of external audits were delayed nationally. This impacted the ability of auditors to complete the audit for the year ending 31 March 2022 and subsequent year's audits. A significant backlog of unaudited accounts built up as a result. In 2024 legislation was enacted to put in place 'backstop dates' by when local authorities must publish their audited accounts for all years up to 31 March 2028. Where external auditors were unable to complete their audit by the backstop date for a financial year, the auditor would issue a 'Disclaimer of Opinion' providing no assurance on the financial statements. The backstop dates are:

Financial year ending	Backstop date
31 March 2023 and earlier	13 December 2024
31 March 2024	28 February 2025
31 March 20/25	27 February 2026

Financial year ending	Backstop date
31 March 2026	31 January 2027
31 March 2027	30 November 2027
31 March 2028	30 November 2028

forvis mazars

Audit progress

We issued unqualified opinions on Bury Metropolitan Borough Council's financial statements up to and including the financial year ending 31 March 2021. However, in 2020/21 we commented on the poor quality of the draft accounts submitted to us for audit and the significant difficulties we encountered during the audit process because of problems with underlying records. Due to the issues with the quality of the draft financial statements, supporting working papers and underlying records in 2020/21 and 2021/22, there were significant delays in the audit process. This led to us issuing a disclaimed audit opinion on the Council's financial statements for the financial years from 31 March 2022 to 31 March 2024.

The Council's draft financial statements for the year ending 31 March 2025 were due for publication by the statutory deadline of 30 June 2025. However, the accounts were not published on the Council's website until October 2025. The delays in the publication of the financial statements, meant that, although we had undertaken our planning and risk assessment work to start the rebuilding of assurance on the Council's financial statements, we were unable to complete all of this work as expected. Furthermore, delays to the publication of national guidance to support the rebuilding of assurance also meant there was no realistic prospect of undertaking the work arising from the planning and risk assessment As a result, we issued a disclaimer of opinion on the Council's financial statements for the year ending 31 March 2025 on 25 February 2026

Alongside our work on the financial statements, we also completed our work to assess the Council's value for money arrangements. In each of the years, we identified significant weakness in the Council's arrangements across the three specified criteria – financial sustainability, governance and improving economy, efficiency and effectiveness. As a result of these weaknesses, in December 2024, we issued a statutory recommendation to the Council reflecting the results of our work for the previous years. In particular, we drew attention to the Council's failure to:

- properly understand its financial position during 2021/22 and to continue to rely on the use of reserves to support the provision of services;
- manage risks, including with respect to the existence of RAAC in the Council's estate;
- improve internal controls so that weaknesses identified and reported to management by Internal and External audit and other regulators are addressed promptly;
- prepare materially accurate financial statements; and
- secure action to improve services to children.

We recommended the Council should, as a matter of urgency, develop a single Council-wide improvement plan to reflect the transformation and culture change needed across all Council departments to deliver the range, level and quality of services that is financially sustainable. Appropriate management and member oversight was also required to ensure the improvement plan is delivering changes that are embedded into the organisation.

As part of our audit for the year ending 31 March 2025, we followed up on the actions taken by the Council in response to our December 2024 recommendation and the issues we had raised. Our Auditor's Annual Report issued in February 2026 noted the action and progress made by the Council. However, in our view, the significant weaknesses identified in the Council's value for money arrangements remained during the 2024/25 year. We will assess progress again as part of our 2025/26 audit. .

Closure of the the audit for the year ending 31 March 2025

Whole of government accounts

The final element of our 2024/25 audit relates to the work the National Audit Office (NAO) require auditors to carry out on the Council's Whole of Government Accounts (WGA) return. We have now received confirmation from the NAO that no further work is required on the WGA return. We issued our audit certificate on 9 July 2026.

Progress on the audit for the year ending 31 March 2026

Audit of financial statements

For the financial year ending 31 March 2026, the Council published its draft statement of accounts on the website on 30th June. This was accompanied by a notice of delay for public inspection because the Council was unable to publish the Annual Governance Statement for the year.

The primary focus of our 2025/26 audit is to establish a strategy and timetable for rebuilding assurance on the Council's financial statements. Our intention is to undertake a detailed risk assessment and to determine the most appropriate testing methodology to rebuild assurance in respect of the disclaimed audit years. Although we expect to issue a disclaimed audit opinion on the 2025/26 financial statements, we expect to move to a 'Qualified' audit opinion for the following two years and potentially to an unqualified opinion for 31 March 2029. Further details are included in the table on the following page.

As our planning and risk assessment develops, we will report to the Council's Director of Finance and Audit Committee.

Audit progress

Planned rebuild of assurance

The table below sets out an illustrative example of how the type of audit opinion given could change over the coming financial years following the successful completion of our planned work to rebuild assurance. We will provide regular updates on our rebuilding progress to the Audit Committee through our Audit Progress Reports and will report the outcome of this work in our Audit Completion Report for each financial year.

Potential future opinion based on planned rebuilding programme			
Financial Year	**Opinion Type**	**Publication Deadline**	**Notes**
31 March 2026	Disclaimer	31 January 2027	The audit team would not have completed sufficient procedures to gain assurances over the transactions and balances within the financial statements.
31 March 2027	Qualified	30 November 2027	The audit team no longer needs to disclaim as it has regained assurance over the closing balance sheet. However, it qualifies all other primary statements due to a lack of assurance over the opening position which has the potential to impact the current year CIES, MIRS and Cash Flow
31 March 2028	Qualified	30 November 2028	The audit team still needs to qualify as it lacks assurance over the comparability of the prior year CIES, MIRS and Cash Flow Statement as it has not previously expressed an opinion on those primary statements
31 March 2029	Unmodified	31 July 2029	The audit team has gained assurance over the primary statements and the comparative amounts

forvis mazars

Value for money

The framework for Value for money work

We are required to form a view as to whether the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. The NAO issues guidance to auditors that underpins the work we are required to carry out in order to form our view and sets out the overall criterion and sub-criteria that we are required to consider.

We undertake our VFM work in accordance with the 2024 Code of Audit Practice (the Code). Our responsibility, under the Code, is to be satisfied that the Council has proper arrangements in place, and to report in the auditor's report where we are not satisfied that arrangements are in place. Where we have issued a recommendation in relation to a significant weaknesses this indicates we are not satisfied that arrangements are in place. Separately we provide a commentary on the **Council's** arrangements in the Auditor's Annual Report.

Specified reporting criteria

The Code requires us to structure our commentary to report under three specified criteria:

1. **Financial sustainability** – how the Council plans and manages its resources to ensure it can continue to deliver its services;
2. **Governance** – how the Council ensures that it makes informed decisions and properly manages its risks; and
3. **Improving economy, efficiency and effectiveness** – how the Council uses information about its costs and performance to improve the way it manages and delivers its services.

Our approach

Our work falls into three primary phases as outlined opposite. We gather sufficient evidence to support our commentary on the Council's arrangements and to identify and report on any significant weaknesses in arrangements. Where significant weaknesses are identified, we are required to report these to the Council and make recommendations for improvement. Such recommendations can be made at any point during the audit cycle, and we are not expected to wait until issuing our overall commentary to do so.

Planning	Obtaining an understanding of the Council's arrangements for each specified reporting criteria. Relevant information sources will include: • NAO guidance and supporting information • Information from internal and external sources including regulators • Knowledge from previous audits and other audit work undertaken in the year • Interviews and discussions with staff and members
Additional risk- based procedures and evaluation	Where our planning work identifies risks of significant weaknesses, we will undertake additional procedures to determine whether there is a significant weakness.
Reporting	We will provide a summary of the work we have undertaken and our judgements against each of the specified reporting criteria as part of our commentary on arrangements which forms part of the Auditor's Annual Report. Our commentary will also highlight: • Significant weaknesses identified and our recommendations for improvement; and • Emerging issues or other matters that do not represent significant weaknesses but still require attention from the Council

02

National Publications

National publications

	Publication/update	Key points	
Chartered Institute of Public Finance and Accountancy (CIPFA)			
1	Code Of Practice On Local Authority Accounting In The United Kingdom 2026/27	The 2026/27 Code has been developed by CIPFA/LASAAC and has effect for financial years commencing on or after 1 April 2026	
2	Service Reporting Code of Practice for Local Authorities 2026/27	SeRCOP is prepared in accordance with the financial reporting framework established by the Code of Practice on Local Authority Accounting in the United Kingdom (the Code)	
3	CIPFA Bulletin 23 – Closure of the 2025/26 financial statements	Bulletin covers the closure of accounts for 2025/26	
National Audit Office (NAO)			
4	Responding to changing demand for school places	Report focusing on the falling pupil numbers in primary schools	
Forvis Mazars			
5	Mapping public sector risk, resilience and readiness	Report examining the key challenges and opportunities facing public and social sector organisations across the UK	

CIPFA

1. Code Of Practice On Local Authority Accounting In The United Kingdom 2026/27

Local authorities in the UK are required to keep their accounts in accordance with ‘proper (accounting) practices’. Public sector organisations responsible for locally delivered services are required by legislation to comply with the terms of the Code of Practice on Local Authority Accounting in the United Kingdom (the Code). This 2026/27 edition of the Code has been developed by CIPFA/LASAAC and has effect for financial years commencing on or after 1 April 2026.

The Code specifies the principles and practices of accounting required to prepare financial statements which give a true and fair view of the financial position and transactions of a local authority. The Code applies to local government organisations across the UK including local authorities, police bodies, fire services and other local public service bodies.

CIPFA Code of Practice 2026/27 | CIPFA

2. Service Reporting Code of Practice for Local Authorities 2026/27

SeRCOP is prepared in accordance with the financial reporting framework established by the Code of Practice on Local Authority Accounting in the United Kingdom (the Code). It applies to all local authority services throughout the UK from 1 April 2026 for the preparation of 2026/27 budgets and performance indicators, and the completion of government statistical reporting requirements. SeRCOP is reviewed annually to ensure that it develops in line with the needs of local government, transparency, best value and public services reform.

SeRCOP 2026/27 | CIPFA

3. CIPFA Bulletin 23 – Closure of the 2025/26 financial statement

This bulletin covers the closure of accounts for the 2025/26 year and provides further guidance and clarification to complement the 2025/26 Code of Practice on Local Authority Accounting in the United Kingdom: Guidance Notes for Practitioners (Code Guidance Notes). It addresses frequently asked questions and other issues that have arisen, along with corrections to the 2025/26 Code.

CIPFA Bulletin 23 – Closure of the 2025/26 financial statement | CIPFA

National publications

NAO

4. Responding to changing demand for school places

This report examines DfE's approach to supporting the school system in England respond to falling pupil numbers, seen in primary schools since 2018/19. The report:

- describes responsibilities, how pupil numbers have changed and what this means for school finances and outcomes for children
- assesses whether DfE has a good understanding of the changes in pupil numbers and provision of school places
- evaluates the effectiveness of DfE's overarching response to changes in national demand for school places, through its sector support and oversight The report shares lessons about these capabilities and the management and leadership environment that is required for government to provide better services.

Responding to changing demand for school places - NAO report

5. Mapping public sector readiness, risk and resilience

Our mapping public sector risk, resilience and readiness 2026 report examines the key challenges and opportunities facing public and social sector organisations across the UK.

Based on insights from more than 100 senior leaders, it explores how organisations are responding to financial pressures, workforce challenges and digital transformation while building resilience for the future.

This year's report focuses on four key themes:

- Financial sustainability and organisational resilience
- Workforce challenges, recruitment and skills development
- Digital transformation, AI and cyber resilience
- Outlook and sentiment across the public sector

Mapping public sector risk, resilience and readiness - Forvis Mazars

Contact

Forvis Mazars

Daniel Watson
Audit Partner
daniel.watson@mazars.co.uk

Osama Rathore
Engagement Manager
Osama.Rathore@mazars.co.uk

This page is intentionally left blank

Classification:	Decision Type:
Open	N/a

Report to:	Audit Committee	Meeting Date: 22 July 2026
Subject:	Corporate Risk Register	
Report of	Section 151 Officer	

Summary

Risk Management is a key part of Bury Council's Code of Corporate Governance and underpins its system of internal control.

The Audit Committee are tasked with the responsibility of reviewing and scrutinising risks where the impact has the potential to disrupt achievement of the Council's priorities. This is achieved by regular review and their seeking assurance that appropriate controls are implemented to manage these risks.

This report provides an updated position as at **19th June 2026** with regards to an overview of risks identified and assessed on the Council's Corporate Risk Register. These risks have been considered by the Executive Team as those with the potential to disrupt the Council's strategic objectives and service delivery. The Register is presented within Appendix A, which reflects material changes to risk narrative or amendments to risk scores only. The full Register is presented annually.

A total of **23** risks are present on the Corporate Risk Register and have been identified as those of a genuine corporate nature and are summarised as follows:

16 risks are currently rated as Significant (risk score 15-25)
7 risks are currently rated as High (risk score 8-12)

Of the **23** risks:

- **0** have increased in score
- **2** have decreased in score
- **21** have remained static
- **5** contain a material change, presented within the Corporate Risk Register in Appendix A.

Recommendation(s)

1. Review the material changes to the Corporate Risk Register Report at Appendix A
2. Note the Risk Matrix at Appendix B
3. Review the Deep Dive Report received at Appendix C

Report Author and Contact Details:
Name: Louise Kirkman
Position: Risk Manager
Department: Fraud, Audit, Insurance & Risk
E-mail: riskmanagement@bury.gov.uk

Background

This report provides an update on progress made in relation to the Corporate Risk Register as at 19 June 2026. It highlights the continued efforts to embed a strong risk management culture across the Council. The full Corporate Risk Register is presented annually to the Audit Committee. Appendix A highlights the five risks where a material change has occurred since the previous review, with details of those changes set out in Section 6. The analysis contained within this report, however, reflects the position across all risks on the Corporate Risk Register.

Key Considerations

The work progressed during this reporting period reflects progress toward providing the Audit Committee with adequate assurance of dynamic corporate risk management. The Corporate Risk Register represents a collation of risks identified and assessed as significant risks to Bury Council.

The following heat maps reflect the current and target risk profile in respect to those risks on the register:

Current

Impact					
5			2	5	3
4		1	3	5	1
3				1	1
2				1	
1					
	1	2	3	4	5
	Likelihood				

Target

Impact					
5		5	3	1	
4		7	4	1	
3			1		
2		1			
1					
	1	2	3	4	5
	Likelihood				

Community impact / Contribution to the Bury 2030 Strategy

Ensuring compliance with Financial Procedures and Policies

Equality Impact and considerations:

24. *Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:*

A public authority must, in the exercise of its functions, have due regard to the need to -

(a) *eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*

(b) *advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*

(c) *foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

25. *The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services*.

Assessment and Mitigation of Risk:

The following risks apply to the decision:

Risk / opportunity	**Mitigation**
• Failure to identify and own major risks that may prevent the Council from achieving one or more of its objectives. • Failure to ensure that the major risks are being managed.	• Review of risk management arrangements at Corporate level. • Review of the Council's risk management strategy and arrangements for the maintenance of risk registers. • Review the associated information management system and reporting arrangements. • Regular review of a Corporate Risk Register in alignment with the revised risk management strategy.

Consultation:

N/a

Legal Implications:

The Council constitution sets out that the Audit Committee is responsible for providing assurance on the Council's audit, governance (including risk management and information governance) and financial processes in accordance with the functions scheme. Under the Account and Audit Regulations 2015, Authorities must undertake an effective internal audit to evaluate the effectiveness of their risk management, control and governance processes. Consideration must be given to the Public Sector Internal Audit Standards (PSIAS) and sector specific guidance.

Financial Implications:

Mitigating some of the risks may require financial resources and a number of risks are around organisational and services financial resilience.

Background papers:

- Corporate Risk Register at Appendix A
- Risk Matrix at Appendix B

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning
CC	Corporate Core Department
CYP	Children and Young People's Department
H&C	Health & Care Department
PLC	Place Department

Risk Register Update

1. Introduction

1.1. This report provides an updated position in respect to those risks that have been identified and assessed as material changes to significant risks to Bury Council, collectively referred to as the Corporate Risk Register.

1.2. The report presents the risk position and status up to 19th June 2026 and the Corporate Risk Register is presented within Appendix A.

2. Background

2.1. The Executive Team have developed a risk register that captures events and circumstances which had the potential to disrupt the Council's ability to meet its strategic and operational objectives.

2.2. The Corporate Risk Register captures the Council's key strategic risks agreed by the Executive Team and categorised as warranting regular scrutiny to help the Council minimise future risks and adverse implications. Additionally, it details the existing controls that provide some level of assurance and identifies planned actions being undertaken to mitigate these risks.

2.3. Assessment of each risk has been performed in accordance with the Risk Matrix, included within the Council's Risk Management Strategy.

3. Corporate Risk Register

3.1 The Corporate Risk Register captures risks identified as significant to delivery of the Council's key objectives, irrespective of their current scoring.

3.2 There are currently **23** risks on the Corporate Risk Register which have been reviewed by the Risk Owner during the last period and assessed to: update the progression of mitigating actions; consider the level of assurance provided by existing controls; and re-evaluate both the likelihood and impact, in order to determine whether the risk score should be increased, decreased or remain static.

3.3 Of the 23 risks, 16 (70%) are rated as significant:

No. Risks	Low (1-3)	Moderate (4-6)	High (8-12)	Significant (15-25)
23	0	0	7	16

3.4 The following table presents the risks as split across Council directorates:

Department	No. Risks	Low (1-3)	Moderate (4-6)	High (8-12)	Significant (15-25)
CC	12			3	9
CYP	3			1	2
H&C	4			2	2
PLC	4			1	3
TOTAL	**23**			**7**	**16**

3.5 In exercising their duty to scrutinise those risks presented, the Audit Committee are requested to consider the points below in relation to the information detailed for each risk:

- Does the Key Potential Impact accurately describe the real risk to the Council?
- Are the risk scores (Current and Target) reflective of the current position?
- Are the Current Controls still operating effectively?
- Do the Current Controls articulate how they contribute to managing the risk?
- Have or will the Planned Actions achieve or go towards mitigating the risk further?
- Horizon scanning – Is the Committee aware of any significant changes that could affect the risk in the future?

4 Trend Analysis

4.1 This section of the report reflects the current position of each risk following review by the Risk Owner:

Risks that have increased in score

4.2 During this reporting period, **0** risks have increased in score:

Risks that have decreased in score

4.3 During this reporting period, **2** risks have decreased in score:

- **CR16 Special Educational Needs and Disabilities**
- **CR38 Destabilisation of Health and Care System**

Risks that have remained static

4.4 During this reporting period, **21** risks have remained static:

- **CR1 Financial Sustainability**
- **CR4 Digital Transformation**
- **CR5 Increasing Demand Pressures for Adult Care**
- **CR6 Climate Change**
- **CR9 Workforce Skills & Capability**
- **CR11 Building Management (Operational Health & Safety)**
- **CR12 Children's Social Care Services**
- **CR13 Regulatory Compliance**
- **CR15 Regeneration & Development**
- **CR19 Financial Capacity**
- **CR20 Increasing Energy Prices**
- **CR23 Adult Social Care Reforms**
- **CR28 Asylum & Immigration**
- **CR30 Staff Safety**
- **CR31 Staff Wellbeing & Absence**
- **CR35 Insurance Cover**
- **CR37 Meeting Children's Needs Better, Sooner and More Cost Effectively**
- **CR39 Financial Pressures in NHS GM and Impact of NHS Structural Changes on Locality Working**
- **CR40 Community Tensions and Global Conflicts**
- **CR41 Cyber Crime and Digital Threats**
- **CR43 Increase in Fuel and Oil Costs**

Risks that have not been reviewed

4.5 During this reporting period, **0** risks have not been reviewed by their assigned Risk Owners.

Risks that have reached their target level

4.6 **7** risks have reached their target level:

- **CR4 Digital Transformation**
- **CR11 Building Management (Operational Health & Safety)**
- **CR12 Children's Social Care Services**
- **CR13 Regulatory Compliance**
- **CR28 Asylum & Immigration**
- **CR31 Staff Wellbeing & Absence**
- **CR41 Cyber Crime and Digital Threats**

New risks

4.7 During this reporting period **0** new risks have been added to the Corporate Risk Register

5 Risks Presented for Closure

5.1 Since the last meeting of the Audit Committee, **0** risks have been identified as recommended for closure

6 Material Changes

6.1 Since the last meeting of the Audit Committee, **5** risks contain material changes and are presented within the Corporate Risk Register at Appendix A:

6.2 **CR16 – SEND**

The risk description has been updated to reflect the evolution of the risk from delivery of the Priority Impact Plan to the achievement of sustained improvements in outcomes for children and young people with SEND and delivery of the national SEND reforms. This provides better alignment with the current controls, planned actions and assurance position.

In light of the positive assurance received through recent monitoring and stock take activity, which has confirmed progress in delivering the Priority Impact Plan and wider improvement programme, the current risk score has been reduced from 25 to 20 (4 x 5).

6.3 **CR23 Adult Social Care Reforms**

The risk target score reflects a reduction from 12 to 8, due to increased confidence in the effectiveness of governance, performance monitoring and transformation arrangements within Adult Social Care.

6.4 **CR28 – Asylum and Immigration**

The risk score remains unchanged at 15. However, there have been material changes to the risk narrative and control environment. These include increased rough sleeping and street homelessness linked to migration pathways and Home Office/Serco placements, emerging impacts arising from asylum reform on Children's and Education Services, and the implementation of new strategic mitigation measures including the Temporary Accommodation Strategy, Homelessness Strategy and Empty Homes Programme.

6.5 **CR38 – Destabilisation of Health and Care System**
The risk has decreased in score from 16 to 12 during this review, reflecting increased confidence in the management of NHS Greater Manchester restructuring through strengthened partnership working, governance arrangements and active involvement in the development of future operating models. The risk remains under close review given the scale of ongoing NHS organisational change.

6.6 **CR40 – Community Tensions and Global Conflicts**
Whilst the risk score remains static at 16, the narrative reflects a material change in the external risk environment. The increase in the UK National Terrorism Threat Level from SUBSTANTIAL to SEVERE following the Golders Green terrorist attack, together with heightened concerns regarding extremism and community tensions, represents a significant development. Mitigation and preparedness activities have been strengthened accordingly, including enhanced protective security arrangements and preparations for Martyn's Law implementation. A Deep Dive is submitted at Appendix C.

7 Deep Dives

7.1 At the previous meeting, the Audit Committee requested a Deep Dive regarding **CR40 – Community Tensions and Global Conflicts**, contained within Appendix C.

8 Risk Management Strategy

8.1 The Strategy requires annual review which has been undertaken, and is presented at Appendix D for your approval.

8.2 There are no changes from last year’s approved Strategy.

8.3 The key points of the Strategy are as follows:

1. The Aim, which sets out how risk management is seen as a key element in the successful achievement of Council’s priorities and that it is also an essential dimension of the Corporate Plan
2. How effective risk management has a number of benefits
3. The roles and responsibilities of Officers
4. Risk and risk management definitions
5. A toolkit of identifying, analysing, prioritising, managing, monitoring and reporting of risk

Corporate Risk Register 2026/27

22nd July 2026

Risk Ref.	Risk Title Risk Description	Inherent Score			Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
CR16	**Special Educational Needs and Disabilities** Plans to deliver national transformation and continued improvement locally are not delivered and the experiences and outcomes of children and young people with SEND do not improve	5	5	25	5	5	25	4	5	20	2	5	10

Risk Owner	J. Richards

Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
W. Young	On target	Decreased	September 2026

Key Potential Impacts	Current Controls	Planned Actions
• LGO ombudsman investigations and complaints. • Decline of parental trust in SEND Services • Increase in mediation and SEND tribunals • Increase in EHC needs assessments (statutory support) and proportion of EHC Plans issued which is disproportionate to population • Increase in demand for specialist placements • DfE and NHS£ do not see improvement in the stocktake reviews and deep dive thematics, leading to lack of faith in the Council to improve	• SEND Improvement and Assurance Board (SIAB) and meetings established with clear governance and Independent Chair, risk register in place Involvement of parents and children in all aspects of the work of the SIAB • Co-produced Priority Impact Plan, (PIP)addresses areas identified in inspection (approved by Ofsted & CQC) with identified outcomes, actions and impact	• Develop a Workforce delivery plan • Submission and DFE approval of the Local Area SEND Reform Plan • Launch the refreshed SEND Local Offer via Beebot (September 2026)

• Workforce turnover could increase leading to lack of knowledge and changes in case workers	• Reviewed and strengthened Quality Assurance Protocol for EHC Plans & rollout of digital QA tool, Invision 360 • Subject to DfE Improvement Notice, which includes monitoring arrangements, with DfE Advisers appointed to support Bury local area - positive DfE Stocktake review of progress in the last 6 months 10/12/24 and two positive deep dive thematic reviews of Preparation for Adulthood and the Graduated Approach • Further increased capacity in EHCP statutory assessment team to enable more timely assessment and reviews. • Graduated approach co-produced and launched, via Local Offer Website • SEND Delivery Board established, with membership from education, health and social care to ensure operational meeting delivery of the PIP+O16 • Review and redesigned processes within the statutory assessment team, including roll out of core programme of training and development • Appointment to Communication & Engagement Officer • Dedicated in-house SEND improvement project capacity now in post • Successful delivery of the initial annual review recovery programme, focused on children and young people in transition year groups, moving between phases of education.	

Risk Ref.	Risk Title Risk Description	Inherent Score			Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
CR23	**Adult Social Care Reforms** The Council has an ambitious programme of transformation of adult social care. Failure to continue to deliver that programme constitutes a number of risks for the council	4	5	20	2	5	10	2	5	10	2	4	8

Risk Owner	W. Blandamer

Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
A.Crook	On target	Static	September 2026

Key Potential Impacts	Current Controls	Planned Actions
• Reduced quality of services and service access for residents, and failure to deliver financial balance and cost savings targets, which are significant in the context of overall council financial position. • There is insufficient workforce or Government funding for additional workforce to carry out the assessments required to enable customers to access their care accounts • Further contribution to the Council's financial pressures.	• Performance of the social work services and the care market in Bury is good and rates comparable with England and GM averages. • A new governance system to monitor performance, quality, finance and workforce is now embedded across the department to monitor and deliver improvement where required. • A large programme of transformation continues to operate reducing demand and cost of care, this benefits from corporate finance support and is subject to monthly monitoring	• Continue business as usual with oversight of current controls

Risk Ref.	Risk Title Risk Description	Inherent Score			Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
CR28	**Asylum & Immigration** The Council is responsible for managing various aspects of asylum and immigration, including housing, welfare support, integration services, and community relations. The management of asylum seekers and immigrants presents several risks that can impact the community, resources, and services.	5	5	25	3	5	15	3	5	15	3	5	15

Risk Owner	K. Waterhouse

Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
A. Mullen	On target	Static	September 2026

Key Potential Impacts	Current Controls	Planned Actions
• The Council's statutory and non-statutory homelessness provision continues to be impacted by the cost of living crisis as well as general homelessness increasing. • The risk is capacity to meet immediate emergency / temporary provision and also having sufficient long term permanent affordable housing to meet demand. • Additionally, the Council is at risk of not being able to meet demand and leave families and people vulnerable without appropriate housing.	• Partnership working with GMCA and NW RSMP to robustly and collectively feedback to the Home Offices. • Private Rented service has now been implemented and is achieving positive outcomes for refugees by sourcing Private rented properties with an incentive scheme. This eases pressure on our local emergency and supported accommodation as well Hotel and Statutory placements. • Continuing to develop partnership work with supported accommodation providers who are not commissioned by the local authority, to	• Homelessness Strategy remains ongoing, will be published by Dec 2026. • Continue to explore all opportunities to increase emergency & permanent accommodation - Social, affordable & Private Rented Sector • To work with GMCA to deliver the Empty Homes Programme • Continue to deliver the Temporary Strategy and Homeless Strategy over the next 3 years which will give access to long term and Affordable accommodation

• Use of B&B provision to meet temp accommodation demands which has increased expenditure and poses further financial risks. • Numbers have increased slightly, with growth in both rough sleeping and street homelessness linked to migration pathways and Home Office/Serco placements - the main cohort comprises non-statutory single males, including some individuals with no recourse to public funds (NRPF) • B&B use remains the same and cost putting extra stress on existing budgets, which may run out soon. Expectation of the B&B elimination plan from the MHCLG, and reducing stay to below 6 weeks in B&Bs, as at risk of losing funding. • Asylum reform is currently being embedded and is in the consultation phase - proposed legislative changes affecting the rights of asylum seekers to remain in the UK are expected to have an impact on our Children's and Education Services • 44 Ukrainian refugees still in hosting arrangements in the borough. Host for Ukrainian scheme will end, impacting homelessness services and wider public health services	increase provision for all our homeless customers • Lease and Repair scheme continues which will increase our property portfolio • Maximising all opportunities partnering with registered provider to deliver tenancy agreements (3 years Temporary Accommodation Strategy has been developed) • External migration funding budgets & reserves available to meet demands are now being appropriately managed and governed with finance. •Information is cascaded through the local authority teams and partnership regarding all policy changes so a joint approached is used to support refugees • Uplift in A Bed Every Night (ABEN) spaces from 26 - 28 and mobilised internal provision for no recourse to public fund (NRPF)	• Continue to be prepared and reactive to the new government changes and priorities - new approach to Asylum recently published by the government - still awaiting to see impacts • Continue to lead on national asylum and immigration polices ensuring that these are translated into strategy and operational delivery

Risk Ref.	Risk Title Risk Description	Inherent Score			Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
CR38	**Destabilisation of Health and Care System** Potential destabilisation of the health and care system due to the ongoing NHS Greater Manchester restructure and proposed work-force reductions (potentially up to 39%), with significant implications for the Council's abil-ity to deliver integrated services and maintain effective partnerships	4	4	16	4	4	16	4	3	12	3	3	9

Risk Owner	W. Blandamer

Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
W. Blandamer	On Target	Decreased	September 2026

Key Potential Impacts	Current Controls	Planned Actions
• Potential increasing demand for council care services. • Risk to the effective operation of statutory partnerships involving the Council and NHS GM, such as safeguarding boards and the SEND partnership.	• Active participation in the development and design of the new NHS Greater Manchester operating model and in the implementation of design of the organisational structure following agreement. • Proactive management of transition process ensuring the residual NHSGM Bury team retains as far as possible expertise and commitment in the areas 3) Maintain quality partnership working arrangements through	• Continued advocacy for the value of place-based partnership. • Ongoing engagement with NHS GM to influence and shape the restructure in a way that supports local service delivery and statutory responsibilities. • Co-design of neighbourhood model for NHS in context of our increasingly mature model of neighbourhood team working across 4 sectors - health and care, wider

	Locality Board, Integrated Delivery Board, and Health and Well Being Board, evidencing the value of the approach 4) full participation in place partnership documentation to be endorsed in all 10 locality boards in July	public services, live well implementation and childrens reform (including Families First/Family Hubs/SEND reform led Communities of Practice)

Risk Ref.	Risk Title Risk Description	Inherent Score			Previous Score			Current Score			Target Score		
		Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)	Likelihood	Impact	Total Score (LxI)
CR40	**Community Tensions and Global Conflicts** There is a risk of increased community tension and reduced cohesion due to the influence of international, national, and local conflicts. These tensions may arise from geopolitical instability, terrorism threats, or radicalisation, potentially leading to public safety concerns, civil unrest, and erosion of trust in local governance.	5	4	20	4	4	16	4	4	16	2	4	8

Risk Owner	K. Waterhouse

Responsible Officer	Risk Action Status	Trend	Next Risk Review Date
C. Woodhouse B. Thomson	On target	Static	September 2026

Key Potential Impacts
• On 30 April 2026, JTAC increased the UK National Terrorism Threat Level from SUBSTANTIAL (an attack is likely) to SEVERE (an attack is highly likely) following the Golders Green terrorist attack on 29 April 2026 and a broader assessment of increased threats from Islamist, Extreme Right-Wing, and state-linked extremist activity, including concerns about violence against Jewish communities

Current Controls	Planned Actions
•Weekly community tension monitoring with GMP, including structured intelligence sharing and escalation where required •Participation in regional and tri-borough operations (e.g. WARDEN, WILDFLOWER, WILDSTONE) to monitor protest activity, incidents, and community impact	•Development of a Bury Cohesion Framework, aligning with GMCA Cohesion, Inclusion and Race Equality programme •Strengthening community tension monitoring arrangements, including earlier identification of emerging issues and improved insight sharing across GM

• Ongoing national threat from terrorism due to potential resurgence of terrorist activity and radicalisation of vulnerable members of communities • Potential for increased caseload in Prevent/ Channel Panel due to change in national policy on fascination with violence with no fixed ideologies •Local impacts from global and national events leading to anxiety, reduced confidence, and perceived othering within communities • Spread of mis/disinformation, with potential to raise concern and stoke perceived grievances including community tensions • Risk of hate incidents and hate crimes experienced by local communities as a response to international conflict, particularly following the regional, national and international events. CST reporting increase in antisemitic incidents has continued post 7th October 2023 attack and Yom Kippur attack in 2025 •Potential for individuals to feel unable to fully participate in public life due to fear or perceived hostility • GM mayoral elections and increased tensions that may impact on community cohesion	•Established Prevent Partnership and Channel Panel with strong benchmarking performance and multi-agency oversight •Regular engagement with communities through Cohesion Roundtables and targeted listening activity to capture lived experience and emerging issues •Targeted communications and engagement through trusted community channels (e.g. faith networks, VCFA, broadcast messaging) • Ongoing participation in Recovery Co-ordination group post Yom Kippur attack. Targeted engagement including utilisation of Jewel co-ordinated broadcast channels and Shul notices to connect/ reassure community, including in context of Op CATOGENIC. •Protective security activity and reassurance patrols aligned to risk, including key faith dates and periods of heightened tension •Promotion of hate crime awareness and reporting routes, aligned to GM strategy and local Community Safety Plan •Training delivered on microaggressions, misinformation, and cultural awareness across staff and partners •Ongoing collaboration with voluntary, community and faith sector to support insight, messaging, and local resilience •Fortnightly oversight through Communities & Inclusion portfolio and reporting to Community Safety Partnership • Bury Event Safety Advisory Group (ESAG) operates as a multi-agency oversight mechanism for planned events and public	•Delivery of a place-based cohesion programme with the Belong Foundation, co-produced with VCFA and communities •Progressing Bury's approach to becoming an anti-racist organisation, including workforce capability and leadership commitment •Development and delivery of a refreshed Hate Crime Strategy (2026) including targeted work with young people and schools •Expansion of training and awareness programmes (e.g. misinformation, democratic engagement, inclusion, lived experience) •Further engagement with faith groups and community forums, including co-development of tailored networks where gaps exist •Strengthening communication approaches to counter misinformation and promote opportunities, support, and positive local narratives •Continued partnership working with GMP and regional networks to respond to emerging risks and maintain coordinated responses •Ongoing review and alignment of activity through Community Safety Partnership and corporate governance processes •Continue development of Protect and Prepare arrangements and governance to support implementation of Martyn's Law duties, including engagement with

	gatherings across the borough. Through engagement with event organisers, internal Council services and blue light partners, the group reviews safety, security, resilience and Counter Terrorism (CT) assessments, providing professional advice, challenge and assurance. ESAG supports the borough's preparedness for Martyn's Law by promoting proportionate protective security measures, strengthening event safety planning and ensuring consideration of emerging national threat intelligence within local event management arrangements. • Protect and Prepare Group established, providing multi-agency strategic oversight of protective security, preparedness and resilience activity across the borough. The group monitors emerging threats, coordinates readiness activity, supports implementation of Martyn's Law requirements, and provides assurance regarding preparedness for changes in the national threat environment.	partners, venue operators and community organisations to improve protective security awareness, preparedness and compliance.

Appendix B – Risk Matrix

Quantitative Measure of Risk – Impact / Consequence Score

	Impact / Consequence score (severity levels) and examples of descriptors				
	1	2	3	4	5
AT RISK	Very Low	Minor	Moderate	High	Severe
EXAMPLES : NEW POLITICAL ARRANGEMENTS, POLITICAL PERSONALITIES, POLITICAL MAKE-UP					
POLITICAL Associated with the failure to deliver either local or central government policy or meet the local administrations manifest commitment	The risk will result in a minor delay, inconvenience Can be managed no real impact upon service.	The risk will result in a minor loss, delay, inconvenience, interruption. Opportunity to innovate/make minor improvements missed. Short term effect.	The risk will result in a waste of time and resources. Good opportunity to innovate/improve missed. Moderate impact on efficiency, output, quality. Medium term effect which may be costly to recover from.	The risk will have a major impact on the achievement of ambitions/priorities, serious impact on costs, income, performance, reputation, substantial opportunities missed. Medium to long term effect and expensive to recover from	The risk will have a critical impact on the achievement of ambitions and priorities, huge impact on costs, income, performance, reputation, critical opportunities missed. Difficult to recover from and may require a long-term recovery plan/period.
EXAMPLES : COST OF LIVING, CHANGES IN INTEREST RATES, INFLATION, POVERTY INDICATORS					
ECONOMICAL Affecting the ability to meet financial commitments. These include budgetary pressures, the failure to purchase adequate insurance cover, external macro level economic changes or proposed investment decisions	The risk will result in a minor delay, inconvenience Can be managed no real impact upon service.	The risk will result in a minor loss, delay, inconvenience, interruption. Opportunity to innovate/make minor improvements missed. Short term effect.	The risk will result in a waste of time and resources. Good opportunity to innovate/improve missed. Moderate impact on efficiency, output, quality. Medium term effect which may be costly to recover from.	The risk will have a major impact on the achievement of ambitions/priorities, serious impact on costs, income, performance, reputation, substantial opportunities missed. Medium to long term effect and expensive to recover from	The risk will have a critical impact on the achievement of ambitions and priorities, huge impact on costs, income, performance, reputation, critical opportunities missed. Difficult to recover from and may require a long-term recovery plan/period.
EXAMPLES : STAFF LEVELS FROM AVAILABLE WORKFORCE, AGEING POPULATION, HEALTH STATISTICS					
SOCIAL Relating to the effects of changes in demographic, residential or social economic trends on council' s ability to meet its objectives	The risk will result in a minor delay, inconvenience Can be managed no real impact upon service.	The risk will result in a minor loss, delay, inconvenience, interruption. Opportunity to innovate/make minor improvements missed. Short term effect.	The risk will result in a waste of time and resources. Good opportunity to innovate/improve missed. Moderate impact on efficiency, output, quality. Medium term effect which may be costly to recover from.	The risk will have a major impact on the achievement of ambitions/priorities, serious impact on costs, income, performance, reputation, substantial opportunities missed. Medium to long term effect and expensive to recover from	The risk will have a critical impact on the achievement of ambitions and priorities, huge impact on costs, income, performance, reputation, critical opportunities missed. Difficult to recover from and may require a long-term recovery plan/period.

	Impact / Consequence score (severity levels) and examples of descriptors				
	1	**2**	**3**	**4**	**5**
AT RISK	**Very Low**	**Minor**	**Moderate**	**High**	**Severe**
TECHNOLOGICAL Associated with the capacity of the Council to deal with the pace/scale of technological change, or its ability to use technology to address changing demands. May also include consequences of internal technological failures on the Council's ability to deliver its objectives	The risk will result in a minor delay, inconvenience Can be managed no real impact upon service.	The risk will result in a minor loss, delay, inconvenience, interruption. Opportunity to innovate/make minor improvements missed. Short term effect.	The risk will result in a waste of time and resources. Good opportunity to innovate/improve missed. Moderate impact on efficiency, output, quality. Medium term effect which may be costly to recover from.	The risk will have a major impact on the achievement of ambitions/priorities, serious impact on costs, income, performance, reputation, substantial opportunities missed. Medium to long term effect and expensive to recover from	The risk will have a critical impact on the achievement of ambitions and priorities, huge impact on costs, income, performance, reputation, critical opportunities missed. Difficult to recover from and may require a long-term recovery plan/period.
EXAMPLES : HUMAN RIGHTS, TUPE REGULATIONS, DATA PROTECTION					
LEGISLATIVE/LEGAL Associated with current or potential changes in national or European law	The risk will result in a minor delay, inconvenience Can be managed no real impact upon service.	The risk will result in a minor loss, delay, inconvenience, interruption. Opportunity to innovate/make minor improvements missed. Short term effect.	The risk will result in a waste of time and resources. Good opportunity to innovate/improve missed. Moderate impact on efficiency, output, quality. Medium term effect which may be costly to recover from.	The risk will have a major impact on the achievement of ambitions/priorities, serious impact on costs, income, performance, reputation, substantial opportunities missed. Medium to long term effect and expensive to recover from	The risk will have a critical impact on the achievement of ambitions and priorities, huge impact on costs, income, performance, reputation, critical opportunities missed. Difficult to recover from and may require a long-term recovery plan/period.
EXAMPLES : LAND USE, RECYCLING, POLLUTION, WASTE MANAGEMENT					
ENVIOROMENTAL Relating to the environmental consequences of progressing the council's strategic objectives	The risk will result in a minor delay, inconvenience Can be managed no real impact upon service.	The risk will result in a minor loss, delay, inconvenience, interruption. Opportunity to innovate/make minor improvements missed. Short term effect.	The risk will result in a waste of time and resources. Good opportunity to innovate/improve missed. Moderate impact on efficiency, output, quality. Medium term effect which may be costly to recover from.	The risk will have a major impact on the achievement of ambitions/priorities, serious impact on costs, income, performance, reputation, substantial opportunities missed. Medium to long term effect and expensive to recover from	The risk will have a critical impact on the achievement of ambitions and priorities, huge impact on costs, income, performance, reputation, critical opportunities missed. Difficult to recover from and may require a long-term recovery plan/period.

	Impact / Consequence score (severity levels) and examples of descriptors				
	1	**2**	**3**	**4**	**5**
AT RISK	**Very Low**	**Minor**	**Moderate**	**High**	**Severe**
EXAMPLES : STAFF RESTRUCTURE, CAPACITY, TRAINING, WORKFORCE NEEDS					
PROFESSIONAL / MANAGERIAL Associated with the particular nature of each profession, internal protocols and managerial abilities	The risk will result in a minor delay, inconvenience Can be managed no real impact upon service.	The risk will result in a minor loss, delay, inconvenience, interruption. Opportunity to innovate/make minor improvements missed. Short term effect.	The risk will result in a waste of time and resources. Good opportunity to innovate/improve missed. Moderate impact on efficiency, output, quality. Medium term effect which may be costly to recover from.	The risk will have a major impact on the achievement of ambitions/priorities, serious impact on costs, income, performance, reputation, substantial opportunities missed. Medium to long term effect and expensive to recover from	The risk will have a critical impact on the achievement of ambitions and priorities, huge impact on costs, income, performance, reputation, critical opportunities missed. Difficult to recover from and may require a long-term recovery plan/period.
EXAMPLES : BUDGET OVERSPENDS, LEVEL OF COUNCIL TAX, LEVEL OF RESERVES					
FINANCIAL Associated with financial planning and control	Small Loss>£100 The risk will result in a minor delay, inconvenience Can be managed no real impact upon service.	Loss>£1,000 The risk will result in a minor loss, delay, inconvenience, interruption. Opportunity to innovate/make minor improvements missed. Short term effect.	Loss>£10,000 The risk will result in a waste of time and resources. Good opportunity to innovate/improve missed. Moderate impact on efficiency, output, quality. Medium term effect which may be costly to recover from.	Loss>£100,000 . The risk will have a major impact on the achievement of ambitions/priorities, serious impact on costs, income, performance, reputation, substantial opportunities missed. Medium to long term effect and expensive to recover from	Loss>£1,000,000 The risk will have a critical impact on the achievement of ambitions and priorities, huge impact on costs, income, performance, reputation, critical opportunities missed. Difficult to recover from and may require a long-term recovery plan/period.
EXAMPLES : SECURITY, ACCIDENTS, HEALTH & SAFETY, HAZARDS, FIRE					
PHYSICAL Related to fire, security, accident prevention and health and safety	The risk will result in a minor delay, inconvenience Can be managed no real impact upon service.	The risk will result in a minor loss, delay, inconvenience, interruption. Opportunity to innovate/make minor improvements missed. Short term effect.	The risk will result in a waste of time and resources. Good opportunity to innovate/improve missed. Moderate impact on efficiency, output, quality. Medium term effect which may be costly to recover from.	The risk will have a major impact on the achievement of ambitions/priorities, serious impact on costs, income, performance, reputation, substantial opportunities missed. Medium to long term effect and expensive to recover from	The risk will have a critical impact on the achievement of ambitions and priorities, huge impact on costs, income, performance, reputation, critical opportunities missed. Difficult to recover from and may require a long-term recovery plan/period.

	Impact / Consequence score (severity levels) and examples of descriptors				
	1	2	3	4	5
AT RISK	Very Low	Minor	Moderate	High	Severe
EXAMPLES : CONTRACTOR FAILS TO DELIVER, PARTNERSHIP AGENCIS WITH CONFLICTING GOALS					
PARTNERSHIP/CONTACTUAL Associated with failure of contractors and partnership arrangements to deliver services or products to the agreed costs and specification	The risk will result in a minor delay, inconvenience Can be managed no real impact upon service.	The risk will result in a minor loss, delay, inconvenience, interruption. Opportunity to innovate/make minor improvements missed. Short term effect.	The risk will result in a waste of time and resources. Good opportunity to innovate/improve missed. Moderate impact on efficiency, output, quality. Medium term effect which may be costly to recover from.	The risk will have a major impact on the achievement of ambitions/priorities, serious impact on costs, income, performance, reputation, substantial opportunities missed. Medium to long term effect and expensive to recover from	The risk will have a critical impact on the achievement of ambitions and priorities, huge impact on costs, income, performance, reputation, critical opportunities missed. Difficult to recover from and may require a long-term recovery plan/period.
EXAMPLES : STANDARDS NOT MET, ACCREDITATION,					
COMPETITIVE Affecting the competitiveness of the service (in terms of cost or quality) and /or its ability to deliver best value	The risk will result in a minor delay, inconvenience Can be managed no real impact upon service.	The risk will result in a minor loss, delay, inconvenience, interruption. Opportunity to innovate/make minor improvements missed. Short term effect.	The risk will result in a waste of time and resources. Good opportunity to innovate/improve missed. Moderate impact on efficiency, output, quality. Medium term effect which may be costly to recover from.	The risk will have a major impact on the achievement of ambitions/priorities, serious impact on costs, income, performance, reputation, substantial opportunities missed. Medium to long term effect and expensive to recover from	The risk will have a critical impact on the achievement of ambitions and priorities, huge impact on costs, income, performance, reputation, critical opportunities missed. Difficult to recover from and may require a long-term recovery plan/period.
EXAMPLES : MANAGING EXPECTATIONS, COMPLAINTS, CONSULTATION, COMMUNICATION EXTERNALLY					
CUSTOMER/CITIZEN Associated with failure to meet the current and changing needs and expectations of customers and citizens	The risk will result in a minor delay, inconvenience Can be managed no real impact upon service.	The risk will result in a minor loss, delay, inconvenience, interruption. Opportunity to innovate/make minor improvements missed. Short term effect.	The risk will result in a waste of time and resources. Good opportunity to innovate/improve missed. Moderate impact on efficiency, output, quality. Medium term effect which may be costly to recover from.	The risk will have a major impact on the achievement of ambitions/priorities, serious impact on costs, income, performance, reputation, substantial opportunities missed. Medium to long term effect and expensive to recover from	The risk will have a critical impact on the achievement of ambitions and priorities, huge impact on costs, income, performance, reputation, critical opportunities missed. Difficult to recover from and may require a long-term recovery plan/period.

Qualitative measure of risk – Likelihood Score

Descriptor	1	2	3	4	5
	Rare	**Unlikely**	**Possible**	**Likely**	**Almost certain**
Frequency Time framed descriptors	Not expected to occur for years	Expected to occur annually	Expected to occur monthly	Expected to occur weekly	Expected to occur daily
Frequency Broad descriptors	Will only occur in exceptional circumstances	Unlikely to occur	Reasonable chance of occurring	Likely to occur	More likely to occur than not occur
Probability	1-9% chance	10-24% chance	25-50% chance	51-80% chance	81% or higher

Quantification of the Risk – Risk Rating Matrix

			Likelihood				
			1	**2**	**3**	**4**	**5**
			Rare	**Unlikely**	**Possible**	**Likely**	**Almost certain**
Impact / Consequence	**5**	**Severe**	5	10	15	20	25
	4	**High**	4	8	12	16	20
	3	**Moderate**	3	6	9	12	15
	2	**Minor**	2	4	6	8	10
	1	**Very Low**	1	2	3	4	5

This page is intentionally left blank

Deep Dive: Community Tensions and Global Conflict

Report to	Audit Committee
From	Executive Director (Strategy and Transformation), Bury Council Strategic Partnerships Manager, Bury Council
Risk Reference	CR40
Risk Description	Community Tensions & Global Conflict
Recommendation	For analysis and discussion

1. Context

Bury is committed to celebrating our tapestry of diverse communities – it is a strength and highlight of our Borough, but also means we are more exposed to national and international events or campaigns which present often competing local challenges.

Reports such as the State of Us by the Belong Foundation, and Protecting What Matters, the government's national social cohesion action plan, recognise that communal life in Britain is under strain through a combination of long term structural issues set alongside more recent pressures turning the chronic crisis of social disconnection into an acute threat of social division: the tensions over immigration, cost of living pressures and social media driven misinformation and extreme views.

National (and international) tensions, activities and rhetoric are experienced by communities here in Bury – and impacts disproportionately across different communities. There is a cumulative impact – both in terms of the longitudinal nature of a number of global pressures and the breadth of competing impacts on peoples lives.

Within recent years this has included, but is not limited to:

- Gaza and Middle East escalation post 7th October 2023 – record, and perma high levels of antisemitic hate crime recorded by the Community Security Trust and Tell Mama reporting increased levels of Islamophobic hate
- Subsequent antisemitic terror attacks, most notably Heaton Park synagogue attack in October 2025 but also in Bondi Beach and Golders Green, London – the latter of which impacting the decision to raise the national threat level to SEVERE
- Impact of counter-terrorism activity, including Operation CATOGENIC (foiled plot in North Manchester)
- Routine regional and national activity and anti-immigration sentiment including 'stop the boats'
- Increased presence of flags from lampposts and structures associated with Operation Raise the Colours
- Post Southport disorder and arrests – including activity in Bolton/ North Manchester
- Casey Report on Group Based Child Sexual Exploitation and Abuse
- Socio-economic pressures associated with the cost of living

Everyone has a responsibility to contribute to the social bonds that hold our neighbourhoods, communities and wider country together and respect the rights and values of others. A key part

British values is tolerance and openness to views, cultures and traditions that are different from our own: we expect everyone who lives here to treat others with respect. The rights and freedoms we enjoy should not be used to intimidate or harass others.

Bury is a Borough of Lancastrian roots in modern global city-region. It is a place 193,800 people call home. Some are born here, some are drawn here. Bury has a mix of new and emerging communities alongside historic industrial neighbourhoods and generational Jewish and South East Asian heritage communities, and According to the 2021 census:

- 6.9% of Bury residents did not identify with any national identity associated with the UK. This figure increased from 4.6% in 2011.
- 0.6% of Bury residents identified their ethnic group within the "Asian, Asian British or Asian Welsh" category, up from 7.2% in 2011. In 2021, 82.9% of people in Bury identified their ethnic group within the "White" category (compared with 89.2% in 2011).
- 48.8% of residents identified as Christian; 9.9% as Muslim, 5.5% as Jewish with 29.4% as being of no religion.
- 85.9% of the resident population recorded having being born in England, compared to 88.9% in 2011. Pakistan was the next most represented country of birth (3.1% up from 1.9%), with Poland at 1.1%.

As well as global events driving impacts of social cohesion and tension locally, underlying inequalities can act as drivers for grievance:

- The borough has seen significant regeneration activity including Levelling Up and Pride in Place investment worth over £200m on track for delivery across the Borough – however this economic growth isn't fully inclusive yet - in recent years economic inactivity in Bury has risen sharply since 2022, from 18.7% to 23.7% and is higher than the North West average of 23.3%. Despite a growth in the number of jobs in the borough, workless households have increased in 2023 to 9,800 from 8,300 in 2020. In addition there were 5,350 out of work benefit claimants, up from 4,085 in 2020.
- The borough consistently ranks highly in Greater Manchester for residents feeling a sense of belonging and pride in their local area, with 80% believing people from different backgrounds get on well. However there remain gaps and challenging in reducing inequalities. Significant health inequalities remain especially in life expectancy and preventable mortality. Little or no improvement in life expectancy has been recorded in the borough's more deprived areas. The primary drivers of the gap in life expectancy between the advantaged and disadvantaged areas are cardiovascular diseases, cancers, and liver diseases, particularly amongst women. The behavioural factors contributing to these health issues include poor diet, excessive alcohol consumption, physical inactivity, and smoking.
- The GM residents survey reports that 1 out 4 Bury adults consider themselves to be materially deprived, lower than the GM average. However, 37% of our older people state they cannot afford unexpected expenses which is higher than the GM average.

The current controls and ongoing actions detailed below are part of our co-ordinated partnership response to this context. A focus on cohesion is not new to Bury, it has been in previous iterations of the Bury Community Safety Partnership priorities – rather there has been renewed partnership and leadership focus on this agenda in the context of the above.

Bury Council

2. Key Potential Impacts

Global conflict has very local consequences which can be acute and direct, or fear of the potential for harm, prejudice or hate. There is a risk of increased community tension and reduced cohesion due to the influence of international, national, and local conflicts. These tensions may arise from geopolitical instability, terrorism threats, or radicalisation, potentially leading to public safety concerns, civil unrest, and erosion of trust in local governance.

Global situations risk local communities being stigmatised based on perceived allegiance to, support of, or even not being seen by some to be overly against, particular activity or messaging. Whilst we've not had widespread protest activity or public disorder in the Borough that has been experienced in other areas this does not mean local people haven't been impacted :

- Individuals called out for attending/ not attending wider demonstration activity or providing a particular view on international affairs
- Individuals from the Borough being involved in public disorder outside of the Borough
- Reports from staff groups and community networks of concern from individuals of being able to fully participate in public life in the manner that they might wish, eg adjusting walking routes and attire
- Risk of individuals being inspired or introduced to extremist content, ideologies, or those who could provide capability for people to act upon such ideologies.
- Being impacted in terms of confidence and anxiety based on national rhetoric, especially when seen/ experienced locally.
- Hate speech and acts of hate messaging, including graffitti and promotion of hateful propaganda.

We've heard from communities and internal staff groups of the fear that a combination of global circumstance, national rhetoric and local micro-aggressions can result in, including a heightened sense of anxiety and fear of othering. These tensions can fragment communities, particularly when sought to be exploited and to point accusations of either supposed preferential treatment or as a reason why some people aren't able to access particular provision (for example where demand outstrips supply, such as housing options and access to certain health services).

There can be an impact of a lack or lowering of trust within services. This can be caused by concerns over disproportionate responses to activities such as seen following the Manchester Airport arrests in 2025; the impact of suspensions; or due to perceived lack of access to opportunities. This can in turn impact on confidence in reporting, whether that be of hate crimes (if those reporting feel their reports are not being acted upon) or through Prevent (complexity of a consent based approach meaning people may be known to Prevent but still commit offences).

Bury has the joint lowest 52-week average hate crime incident rate in Greater Manchester, alongside Trafford and Tameside, and second lowest hate crime count behind Trafford. Weekly information is shared between GMP and Bury Council for review and there is a daily GMP review of incidents as part of Operation WILDSTONE (more detail below)

Bury Council

3. Current Controls

As referenced in the context section, this is not a new area of focus for Bury Council or our partners – however has been increasingly amplified and sought to join related pieces of work together. It has also sought to twin-track activity considering the immediate 'hard edge' of cohesion and tension, which is often borne out in a community safety space, and addressing some of the underlying grievances, which align to a broader *LET's Do It!* approach.

Bury's approach reflects the Belong Foundation narrative which notes this work is concerned with*, "addressing immediate and cumulative concerns, which have disproportionate, prolonged and profound impacts of communities of place, identity and experience – whilst recognising the drivers involve long term, (perceived) structural inequalities and grievances, including over access to opportunity. Social cohesion is about much more than averting public disorder. It is about creating the conditions where everyone thrives and feels connected to one another"*

Council officers have been working with Bury Voluntary and Community Faith Alliance (Bury VCFA) who have led Community Cohesion roundtable sessions during the past two years as a more interactive approach to the former Community Cohesion Steering Group which reports into Bury Community Safety Partnership. The roundtables haves developed local relationships between local stakeholders – including providing a platform for direct engagement between these and the Ministry of Housing, Communities and Local Government's Community Cohesion Unit; shaped funding guidance and outlined training opportunities; provided insight on experiences on the ground in Bury, and promoted intersectionality across cohesion related activities.
Key messages from this group includes:

- Cohesion means different things to different people; having an awareness of mutual shared values and respect to acknowledge differences is more important than everyone signing up to single definition
- Change and trust works at the pace of the communities involved; whilst rapid action is needed in response to an incident, relationship and behaviour change doesn't happen overnight
- One person's "safe space" isn't necessarily the same as someone else's, even within the same community - so one size approaches are limited in effectiveness
- A focus should be less on one-off events, and more about increasing dialogue, opportunity and connectivity on a daily basis, where people are (physically and psychologically)

These roundtable sessions have shaped, led, informed and provided feedback on particular pieces of work and activities, including:

- Bespoke communication messaging
    - Maximising existing channels, places of worship channels (radios/ notice board) and developing new approaches, eg via broadcast community Whatsapp facilities
    - Awareness and reassurance messaging including detailing responses to specific incidents (local and national); warning and informing of potential protest activity and on national terror threat level increase; targeted reach outreach derived from particular circumstances (eg to Hatzola lead locally following Golders Green Ambulance attack; Sikh faith forum rep following Southampton disorder); Refugee Welcome partners on

insight over potential protest activity; Shuls and Jewish Strategic Group colleagues in relation to high profile court case outcomes.

- Proactive administration of Council social media posts, including removal of racist and offensive comments and engagement with Bury Times over their moderation of posts which has led to two editorial pieces in relation to comments on antisemitism, islamophobia and all forms of hateful speech.

- Tension Management and Monitoring
  - Weekly review of community tensions in conjunction with GMP, including review of community input, insight from engagements over the past week on local feeling in relation to local, regional, national and international events. Cascade of this including to school designated safeguarding leads for awareness and vigilance.
  - Insight from this connected/shared with routine GMP activity in point below.

- Intelligence sharing/ scanning/ responsiveness
  - Bury Council colleagues have been proactively involved in a number of police-led operations to review and mitigate tensions including:
    - Operation WILDFLOWER – established following the Hamas attack of October 2023, this is a tri-Borough meeting including colleagues from Salford and Manchester, respective neighbourhood policing colleagues, the Community Security Trust, Shomrim, and representatives from the local voluntary sector infrastructure organisations. Initially daily, this moved to weekly and now monthly (with the option to step up extra meetings if required). The meetings review and cross-reference incidents/reports across the tri-Borough area to ensure mutual awareness, maximise investigative updates and explore any further joint mitigations that are available. This informs protective security support in the point below.
    - Operation WARDEN – established to provide a GMP force level overview of all protest related activity, particularly in relation to those associated with anti-immigration sentiment and most frequently at hotels accommodation asylum-seekers (of which we don't have such accommodation in the Borough) and routine activity in Manchester City Centre. This allows awareness of any larger protest activity, to support awareness of potential disruption, any insight on whether activity will spill into the Borough and awareness of any specific tension,, eg with expected increase in presence during Britain First demonstration earlier in the year
    - Operation WILDSTONE – established earlier this year in to support additional protective security activity following spate of national incidents and increase in national terror threat level. This has a weekly review at a regional level, with GMP neighbourhood colleagues involved in a daily call to assess any emerging community sentiment and shape patrolling patterns and inputs.
  - Bury has been a permanent presence within Recovery Co-ordination activity within Greater Manchester following the Heaton Park synagogue attack, including inputs

across communications, public health (in relation to wellbeing support and humanitarian aid) and community consequence inputs through community safety colleagues.

- Protective Security support

  - Policing Operations have flexed up to respond to core times, to provide additional reassurance patrols (noting the use of the term protective security predominantly). This has continued to be agile dependent upon circumstances and context given the need to manage resourcing levels with wider community safety business. During the immediacy of the Heaton Park synagogue attack this included static presence at key sites within local communities. More routinely this involves specific operations around key faith dates through the year, with dedicated patrol plans and engagements during Ramadan, Eid and the Jewish High Holy Days. Through Operation WILDSTONE there is additional pulse patrolling (ie additional prescence but not at a fixed location) to provide additional engagement and protective presence, including joint patrolling with CST and Shomrim. There has also been an increase in proactive partnership connectivity, including with Salford and Manchester ahead of core faith dates, particularly around overlapping festivals, for instance work in Prestwich ahead of Purim and Ramadan to increase mutual awareness, understanding and respect of the means by which different communities celebrate and commemorate such dates.

  - Information has been shared by Council colleagues and the VCFA on protective security schemes for places of worship, including national funded schemes and support provided to applicants to strengthen their applications.

  - Bury Council Emergency Resilience & Response colleagues have supported activity including through connectivity of Council CCTV to support investigative opportunities on cases discussed at the Operations referenced above – this has included targeted use of rapid deploy cameras which directly assisted the identification of individuals committing hateful graffiti, leading to an arrest and charge.

- Safeguarding Against Hate and Hateful Extremism

  - The Bury Prevent Partnership meets every 2 months, driving local activity against the CONTEST national Counter-Terrorism Strategy. This is a multi-agency meeting focusing on safeguarding against hateful extremism, increasing awareness on ideological risks and the means to reduce permissive environments for the spread of hate and radicalising content. There is an annual benchmarking by the Home Office on local Prevent Partnership activity against the eight pillars of the Prevent statutory guidance, with Bury meeting all eight and exceeding the standard in six of these. The regional Prevent Advisor also supported Knowsley to shadow the Bury Partnership to support Knowsley's learning.

  - Recent additions to the Prevent Partnership has been a greater focus around raising the awareness of splintered ideologies and wider fascination with violence; inputs into Pubwatch and culture venues on permissive environments; inputs into designated

Bury Council

safeguarding leads and with the Leaving Care Team; venue hire guidance refresh and guidance around 3D printing.

- This supplements a monthly Channel Panel meeting, chaired by the Head of Adult Safeguarding, which reviews intervention opportunities for Prevent cases in conjunction with Counter Terrorism Police North West. There has been a recent shadowing of the local panel by Home Office Advisors and no concerns of note raised.

- An extra-ordinary meeting of the Prevent Partnership, with Channel Panel members included, was held immediately after the raise in national terrorism threat level to ensure system awareness and to review local Prevent Partnership Plan in the context of the increased national level. The outcome of this was increased vigilance, awareness and promoting of Action Counters Terrorism materials rather than any additional local threat resulting from the national level increase. From a continuity perspective, work did commence from this on reviewing arrangements should the level escalate further to *critical* as is being overseen through the Bury Resilience Forum.

- Council colleagues have continued to work with GMP and community partners on the promotion of Hate Crime Awareness information including on the back of refreshed GM Hate Crime Strategy; itself referenced in refreshed Bury Community Safety Plan. Promotion, including during the Greater Manchester Hate Crime Awareness week in February, included activities with Hate Crime reporting centres, a Red Card Against Hate event in conjunction with Bury FC and Manchester Mesivta, and drop ins with the Red Cross. This has also seen local engagement and promotion of the new British Muslim Trust Helpline.

- Training and awareness through a mix of formal structured sessions and more informal learning and development opportunities

  - Cultural Awareness inputs into Adult Care and Adult Safeguarding team and increased awareness through neighbourhood public service leadership teams.

  - Microaggression and disinformation training delivered in conjunction with Equality and Diversity UK.

  - Collation of resources for the voluntary and community sector organisations provided by consolidated VCFA webpage, including sector specific guidance through their involvement in regional networks.

  - Promotion of PHSE awareness inputs through Education colleagues including via Heads Up bulletin from Director of Education to all school headteachers/ Head of Governors, including input on My Voices from The Fed, and PolEd resources (police education tool, promoting assembly style topic content on discrimination, racism and respect).

  - Inputs on the above content on insights, awareness, training and tensions to local housing providers into Bury Strategic Housing Partnership and Cultural Operators Group

- Proactive engagement with organisers of local event including Parklife at Heaton Park to ensure risk review is cognisant of local circumstances and communities; including targeted engagement.

- Connecting people and place
  - Targeted and tailored community safety related funding made available/ promoted including Standing Together Community Funding, Common Ground funding and targeted response funding following the Heaton Park Synagogue attack, particularly aimed at boosting community capacity and opportunities for safe spaces/ means for different people to come together.
  - Intentional work to connect public service reform activities into specific inequalities or disadvantage within communities of place and identity, including Live Well and the Economic Inactivity Trailblazer, alongside a refresh of anti-poverty and welfare support approaches through a renewed LETS Tackle Poverty - to shape responses to longer term grievances which can underpin local divisive comment beyond tensions caused by international geo-politics.

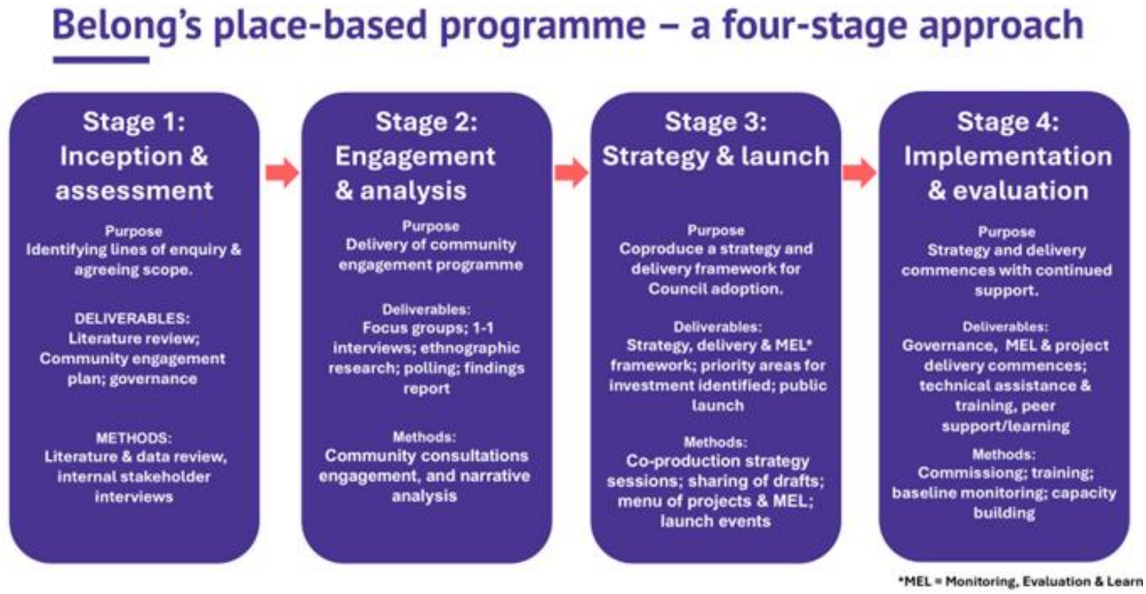
Existing controls are additionally kept under review through fortnightly Communities & Inclusion portfolio, and routine reporting into Bury Community Safety Partnership.

4. Planned Actions

Ongoing and future activity contains a mix of ongoing evolution of existing controls, increasingly tailored and sharpened based on local insight, whilst recognising global geo-politics remains fragile and outside of Bury's direct control. In addition, individual events outside of the Borough can have a profound impact when they influence national narrative, such as following the Southport attack in 2024 and more recently the tragic case in Southampton. As such, whilst mitigations and controls can be effective, they don't operate in a vacuum and the current inherent heighted state of interest and concern in matters aligned to cohesion requires a framework approach.

Therefore the principal planned action is to deepen place-based partnerships, including bringing expertise together from cohesion policy with the expertise of local lived experience. Bury is commencing work with the Belong Foundation utilising their place-based programme which brings National Lottery investment and provides a means to build on existing community cohesion activity, including those control measures referenced above, whilst also delivering against the national social cohesion action plan.

Bury Council



This work will be co-led with Bury VCFA to ensure voluntary and community sector, and our local communities, are at the heart of this work, and that the approach delivers Bury's *LET's Do It!* approach in practice. This will involve utilising Belong's experience of connecting with those who may feel that they cannot air concerns about the change they are seeing in their local communities - as Belong note, *there must always be space for honest discussion without assuming bad intentions or policing language. Otherwise, these issues will continue to be exploited by those who do not want to see solutions, but further division.*

The development of a Bury Cohesion Framework will provide further strengthened alignment with the GMCA Cohesion, Inclusion and Race Equality work programme. Ahead of the Belong work progressing from inception in summer 2026, an intermediate Cohesion plan has been developed to bring together activity. This has been shaped through applying a Bury perspective to Protecting What Matters and Local Government Association guidance on cohesion. It provides the structure from which to corral cohesion related activity across the Council and wider partnerships.

Developing Bury's Safer and Stronger Together Cohesion Plan 2026-2027

Strong and resilient; confident and connected communities		
Strong & resilient	**Confident**	**Connected**
Safety - Tension monitoring; tackling antisemitism, Islamophobia, racism and hatred; safeguarding against extremism	Trust (including through Human Libraries, training and promotion of shared values))	Participation and Voice (including promoting democracy)
Nurturing community capacity (spaces/ networks) including through Spaces of Hope	Belonging through (restoring) Pride in Place – building on common ground	Brining people together through culture and sport
Supporting workforce and volunteers through being overtly anti-racist organisations	Celebrating our (different) communities	Corralling Faith & Belief leadership
Specific focus on Children and Young People	Enhancing community capacity and action through targeted rounds of Bury Fund community investment	Placed based strategic policy relationships – Belong; ConnectFutures ; Odd Arts
Leadership including development • (Council; Public Services including NHS; VCFSE including Faith; Business) • Cohesion Competency	Addressing inequality and intersectionality - data + insight (communities of place; identity and experience)	Positive and proactive approach to communication • Tackling mis/disinformation • LETS/GMS Amplification • Tailored channels and approaches

Policies and Services to deliver this to contribute towards the achievement of our LET's Vision - an everyone, everywhere approach							
Education & Skills including language development	Anti-Poverty and socio-economic resilience	Community Safety (including resilience) and Safeguarding	Housing and Homelessness	VCFSE MoU/ Accord Delivery	Economy and Employment (including tackling economic inactivity)	Health and Wellbeing (including Live Well)	Children, Young People and Families First (Good Level of Development)

Within this are specific planned actions in relation to this corporate risk.

- Strong and Resilient Communities

  - Strengthening community tension reporting including capturing earlier sentiment (ie pre-tension awareness), reviewing opportunities for capturing and cascading insight, and more consistent sharing of information across Greater Manchester, recognising tension in one district can easily be experienced by neighbouring areas); an updated approach is expected to be in place for August 2026.

  - Aligning work to move Bury from being a Non-Racist to Anti-Racist organisation, including through developing a strong race critical culture. This includes policies and procedures designed to eliminate racism; differential outcomes eliminated proactively; unwanted behaviours eliminated through commitment to zero tolerance. In practice this will involve building workforce capability to practice anti racism; leadership demonstrating anti racist commitment and ensuring the voice of all communities are residents is heard.

  - Anti-hate crime inputs to young people across Bury's schools through youth ambassador training, inputs including from the Sophie Lancaster Foundation, and continued development of Bury Schools United Against Hate charter, with leadership through Parrenthorn. This is part of a broader activity to deliver a Bury Hate Crime Strategy in 2026.

  - Delivery of Prevent Benchmarking recommendations for 2026, including increasing awareness across foster care community; further tailoring of communication materials particularly to target the 18-30 age group; embedding Prevent principles within Live Well settings and building on single-agency deep dives on assuring multi-agency coverage of training.

- Engagement with Primary Care settings on support to connect into protective security opportunities and capture insight on new and emerging communities.

- Development and delivery of training opportunities for Bury Council (officers and Elected Members), public service colleagues, community and private sector, including content on faith and race inclusion in the workplace; race, privilege and justice; democratic Engagement – AI, fake news and democracy; digital citizenship to combat extremism; and intersectional lived experience.

- Confident Communities

  - Human Libraries – a strong theme from Cohesion roundtable activity as been the need for human-centred interaction that enables honest conversation, fosters confidence, and supports people to understand perspectives different from their own. Through this a project has emerged from the group to consider the importance of humanity and belonging, helping communities “see the human” behind labels, using lived experience stories (from Bury) to address racism, sexism, ableism, antisemitism, anti-migrant sentiment and other forms of discrimination. This will develop a series of narratives, recognising that identities overlap (e.g., race, gender, disability, religion, migration status) and shaping stories/training accordingly. In the context of rising polarisation, misinformation, and hate-related harm, this project offers a structured, trauma-informed approach to building empathy and informed understanding of difference and to challenging bias and stereotypes. The approach will include
    - Live Human Library sessions: facilitated, structured conversations where participants “borrow” a human book and engage in respectful dialogue.
    - Digital storytelling resources: professionally produced videos capturing lived experience narratives for use in training and education.
    - Training and resource packs: materials for schools, libraries, local authority teams, and community organisations.

  - Further celebrating our communities – be those communities of place, identity and experience, as a collective programme of civic dates of note, building on traditional activities such as the annual Gallipoli parade, to new and emerging dates such as Jewish Culture Month and South Asian Heritage Month.

  - Building Pride in Communities – from the formal Pride in Place initiative in Radcliffe, to building on the *LETs Do IT!* Local community litter picks last year; community funding opportunities will be made available to support different people to come together to take pride around where they call home. This includes physical environment improvements, creating spaces feel comfortable and confident in coming together with others, and celebrating the heritages of Bury which people are most proud of, demonstrating the very best of Bury.

- Connected Communities

  - Increasingly tailor engagement opportunities so that all residents feel able to access opportunities and services in their neighbourhood, including proactive work targeting

Bury Council

Healthwatch Bury activities; SEND Communities of Practice; and community outreach from the homelessness early prevention worker.

- Within the Bury Adults Safeguarding Board a new subgroup has been established focusing on Community Voice & Engagement, with which work of the Community Safety Partnership is being aligned in relation to safeguarding against hate and hateful extremism. Outcomes of the group include:
    - Strengthen partnerships with community leaders, grassroot organisations and faith groups to promote early identification, reduce stigma and build confidence in safeguarding processes
    - Support the delivery of inclusive, accessible campaigns focusing on priority safeguarding themes and supporting disclosures from groups who may face additional barriers to reporting harm
    - Develop clear, trusted pathways for reporting safeguarding concerns and accessing early help, tailored to the realities and needs of different communities
    - Co-produce safeguarding awareness tools with local communities to reflect the language, concerns and strengths of different communities across Bury.

    - On furthering engagement, co-development is in development with to identify opportunities for tailored forums and networks where existing provision is not in place or consistent. This is to be informed and shaped by communities to ensure meaningful, and will include opportunities to connect across Bury's boundaries where this most naturally aligns to where local communities reside.

    - Communication in the Borough will increasingly amplify the opportunities in the Borough, including those deriving from significant regeneration and place-making investment in the towns across the Borough; and of the support for people who most need it through LET's Tackle Poverty interventions through the Crisis & Resilience Fund. This will be alongside strengthening mis/disinformation guidance including learning from Liverpool City Region shared at a recent MHCLG North West Cohesion Conference.

These activities are being underpinned by funding resource made available to the district (via Greater Manchester) to support activity post incidents in 2025 including the Heaton Park Synagogue terrorist attack. This will predominantly fund the development of the Bury Cohesion Framework and place based programme partnership with Belong; community capacity funding opportunities; training and development programming and communication & engagement development. This builds on community investment through the Clinical Support Fund in the immediate aftermath of the synagogue attack and Standing Together community safety funding which has supported activities to bring communities together and increase awareness of reporting and supporting for victims of hate crime

As with existing controls, planned activity are, in addition to the corporate risk management approach, are additionally kept under review through fortnightly Communities & Inclusion portfolio, and routine reporting into Bury Community Safety Partnership which meets every two months and itself reports annually into the Council's Overview & Scrutiny committee.

Risk Management Strategy

Document Control

Title	Risk Management Strategy
Document Type	
Author	FAIR Team
Owner	Corporate Core - Finance
Subject	Risk Management
Date Created	July 2026
Approval Date	
Review Date	

Bury Council

Contents

1. Aim

1.1. The Council provides a diverse range of services and this work is guided by its core priorities from its Corporate Plan, which are defined as:

- **Sustainable Inclusive Growth**
- **Improving Children's Lives**
- **Tackling Inequalities**

1.2. Risk management is seen as a key element in the successful achievement of the Council's priorities and it is an essential dimension of the Council's Corporate Plan. Effective risk management has a number of benefits:

- It contributes to better decision making and to the process of achieving ambitions and priorities.
- It provides assurance to Members and management on the adequacy of arrangements for the conduct of business and the use of resources.
- It leads to greater risk awareness and an improved control environment, which should also lead to tangible and financial benefits, enhanced reputation and better outcomes for our residents.

1.3. In providing its services, the Council recognises that it has a statutory and moral duty of care towards its clients, its employees and visitors to the Borough, and for the assets that it owns. It also recognises the importance of protecting and preserving its ability to continue to provide the services.

1.4. The Council understands that some risks will always exist, but it will take all steps to ensure that it mitigates such risk, whilst at the same time ensuring that the services it provides are maintained. The Council will reduce the possibility of injury and loss or damage by anticipating and controlling the exposure to risk.

1.5. Losses are often measured in monetary terms but they can also occur in other areas. However, also understanding the breadth of hazards that the Council faces will help managers to identify the potential risks attached to providing a service and prevent the provision of an unsatisfactory service.

1.6. Such hazards and associated risks can be strategic or operational; the categories of risk as provided on page 12 are neither prescriptive nor exhaustive. However, they provide a framework for identifying and categorising a broad range of hazards and risks facing each service.

1.7. These various categories cannot be considered in isolation. For example, the *physical risks* associated with the security of a Council building can have *professional* consequences for staff fulfilling their day-to-day duties and *financial* consequences for the organisation as a whole. Therefore the Council will consider the risks associated with each of the sub-categories and their inter-relationships as part of the risk assessment process.

2. Scope

2.1. Managing risks is a core responsibility of every manager in close liaison with elected Members and executive directors. Corporate risk assessments (risk registers) will be undertaken as part of the community, corporate and service planning process and as a key element of service reviews.

2.2. The Council recognises the importance of developing the use of risk management in its dealings with 3rd parties such as partnerships, contracts and major procurements and it will use risk management to mitigate risks whilst exploring the opportunities that these arrangements can make to the achievement of ambitions and priorities.

2.3. Finally, the Council accepts that Insurance can only be a partial answer to reducing the financial impact of risk and that the Council may not be able to obtain Insurance cover for the majority of its exposure.

3. Risk Management Definition and Objective

3.1. The Council defines risk as:

RISK
The chance of something happening that will have an impact on the achievement of the Council's objectives, mission, ambition or priorities.

3.2. and risk management as:

RISK MANAGEMENT
A planned and systematic approach to the identification, measurement, analysis, assessment, control and subsequent monitoring of risks which could have an impact on the existence, the assets, the earnings or the personnel of the organisation and the services it provides.

3.3. Risk management is not simply a compliance issue, but rather it is a way of viewing its operations with a significant impact on its short or long-term viability and that risk management helps to demonstrate openness, integrity and accountability in all of the Council's activities.

3.4. In defining risk, a risk can also be the failure to take advantage of opportunities to optimise the achievement of its ambitions and/or priorities. The Council will also pro-actively consider positive risks (opportunities) as well as negative risks (threats).

3.5. In addressing risk and risk management the Council will:

- develop and maintain robust systems for identifying and evaluating all significant risks and in doing so will involve the proactive participation of all those associated with planning and delivering services.
- put in place and maintain effective risk management systems, including systems of internal control and an internal audit function. These arrangements will aim to ensure compliance with all applicable statutes, regulations and relevant statements of best practice and to ensure that public funds are properly safeguarded and are used

economically, efficiently and effectively, and in accordance with the statutory and other authorities that govern their use.

- embed risk management into service and financial planning processes by taking account of risk assessments within the Corporate Plan, linking budgets to risk assessments of material items of income and expenditure, using risk management techniques to inform budget and performance monitoring, and basing its reserves policy on a thorough understanding of the risks that it faces.
- put in place effective arrangements for an objective review of the effectiveness of risk management and internal control.

3.6. Assurance mapping is an essential factor for effective risk management in Bury Council, focussing on three key lines of defence:

1st line of defence: management is responsible for maintaining effective internal controls for the identification, assessment and mitigation of risk. Clear lines of responsibility / ownership should be in place, along with clear and accessible risk reporting and communication lines, up to date policies, procedures, guidance and training material.

2nd line of defence: supports management to help ensure that risks and controls are effectively managed.

3rd line of defence: Internal Audit's main roles are to ensure that the first two lines of defence are operating effectively and advise how they could be improved. They develop and then deliver a programme of internal audits to provide independent reasonable assurance to senior management and members that significant risks are being addressed.

4. Roles and responsibilities

4.1. Risk management must be part of every manager's day to day work and they should be involved in the risk management process, applying it to the functions for which they are responsible.

4.2. All employees must understand their role in the process, why they should be concerned with risk, and how they can play a part in promoting risk management within the council.

4.3. With the support of the Risk Manager, managers should:

- Ensure that risk management remains an effective and integral part of the Council's governance and decision-making arrangements.
- Promote a positive risk management culture and reinforce the importance of effective risk management as part of everyone's role.
- Implement the risk management framework and approach, and continue to develop an effective infrastructure for managing and reporting risk across the Council.
- Clearly identify objectives, roles and responsibilities for managing risk.
- Improve co-ordination of risk management activity throughout the Council.
- Reduce duplication and enhance consistency between departments in managing overlapping risks.
- Provide opportunities for shared learning on risk management across the Council.
- Enhance the risk-taking attitude of all staff in a managed, transparent and coherent way.
- Recognise the need to include "partnership working" and that partner organisations will have different aims, objectives and management of risk, therefore joint working and shared registers are essential.

Key Roles

4.4. Identifying and allocating the roles and responsibilities for risk management is essential if the Risk Management Strategy is to be developed, implemented and reviewed effectively.

4.5. It is recognised that the three lines of defence provide the most effective and robust assurance framework for risk management.

4.6. It is vital that involvement and responsibility is clear at operational level, that there are clear lines of communication to enable effective management oversight of risk activity across the Council and that there is independent scrutiny of working practices taking place with clear reporting lines through to management and governing bodies.

4.7. The allocation of key roles and responsibilities is as follows:

4.7.1. Executive Leadership Team

Role:

- to ensure that the Council manages risk effectively and achieves effective risk management through the development of an all-encompassing Risk Management Strategy
- to ensure that risk management and its implementation and effective delivery across the whole Council receives a high profile, is supported and driven from the top.

Responsibilities:

- to gain an understanding of risk management and its benefits.
- to support the corporate Risk Management Strategy.
- to promote and oversee its implementation across the Council.
- to monitor and review its effectiveness.
- to determine and allocate any inputs and resources required to support the work corporately.
- to promote a ‘risk aware’ culture throughout the Council.
- to make arrangements for embedding risk management into the Council’s business processes and throughout individual Departments.
- to assess the wider/cross cutting implications of strategic Departmental risk assessments.
- to monitor the implementation and effectiveness of Corporate Risk Management Plans, with the specific duty to reduce the impact of the highest risks.
- to provide corporate risk assurance to elected Members at each Audit Committee meeting.

4.7.2. Senior Leadership Group

Role:

- to ensure that risk is managed effectively in each departmental and service area within the agreed Strategy.

Responsibilities:

- to identify any departmental and service specific issues relating to risk management which have not been explicitly addressed in the corporate Policy or Strategy.
- to ensure that the Strategy is implemented effectively across the relevant services.
- to undertake strategic Departmental risk assessments and prepare, and monitor the effectiveness and implementation of risk management plans.
- to oversee the preparation of operational risk assessments (risk registers) within individual service areas.
- to promote a ‘risk aware’ culture throughout the Department.
- to make arrangements for embedding risk management into the Department’s business processes.
- to negotiate departmental budget requirements for risk control projects.
- to liaise as appropriate with external agencies in identifying and managing risk.

- to disseminate the detail of the Strategy and allocate responsibilities for implementation to service managers and staff.
- to establish the training requirements of managers and staff with responsibility for Strategy implementation, and communicate the needs to the Risk Manager who will ensure that adequate training and support is delivered.
- to work with the corporate Insurance Team in assessing departmental insurance requirements.

The Senior Leadership Group should identify a senior officer within the department to act as Risk Management Champion. With the support of the Risk Manager, this individual will co-ordinate the department's overall approach to risk management and ensure risks are effectively identified and documented.

4.7.3. Operational Managers

Role:
- to share experience on risk, risk management and strategy implementation across the Council.

Responsibilities:
- to identify areas of risk that impact on all services.
- to identify areas of risk that overlap various services.
- to share good practice on all aspects of risk management.
- to monitor the implementation and effectiveness of departmental and service risk management plans.
- to promote sound risk management practices within services.
- to assist in the promotion of a 'risk aware' culture and in embedding risk management within services.
- to support the development of the Risk Management Strategy.

4.7.4. Service Managers

Role:
- to manage risk effectively in their particular service areas.

Responsibilities:
- to implement the detail of the Risk Management Strategy.
- to recommend the necessary training for employees in risk management and communicate this to the Risk Manager who will ensure adequate support is provided.
- to undertake operational risk assessments and to maintain a risk management portfolio (risk register) for their service area(s).
- to share relevant information with colleagues in other service areas.
- to feedback on their experience of strategy implementation and perceptions of strategy effectiveness to the departmental management team.

4.7.5. Risk Manager

Role:

- Shape and lead developments in Risk across the organisation, ensuring that risk management remains an effective and integral part of the Council's governance and decision-making arrangements.

Responsibilities:

- Promote a positive risk management culture within Bury, implementing the risk management framework and approach, and continuing to develop an effective infrastructure for managing and reporting risk across the Council.
- Ensure the effective implementation and development of the Risk Management Strategy, in agreement with the Head of Fraud, Audit, Insurance and Risk, and monitor and review its effectiveness.
- Develop, implement and deliver the risk management training and development programme for the Council, both of which will be in accessible formats. Assess effectiveness of training and where appropriate and tailor the training to meet the needs of the organisation.
- Ensure the ongoing maintenance of the Corporate Risk Register, the processes underpinning it, and the promotion of a culture of risk awareness.
- Identify and communicate risk management issues to departments and services.
- Work with directorates to support the ongoing process of updating and maintaining risk registers.
- Support Services in implementing Service Risk Registers when appropriate.
- Work with Internal Audit, Fraud and the Insurance Team on any related risk management matters.

4.7.6. Internal Audit

Role:

- Undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards or guidance.

Responsibilities:

- provide assurance on the effectiveness of the internal control framework through a risk based audit plan (derived through risk registers, and audit risk indices) covering all activities and fundamental systems of the Authority.
- challenge established risk management processes, risk identification and evaluation as part of the routine audit of activities and systems.
- undertake dedicated audits of the Risk Management Process to ensure Service Managers are using the Risk Management Toolkit and Risk Register to record, manage, and review risks, actively identifying new risks and reporting high risk upwards.

4.7.7. Governance and Assurance Board

Role:
- Identify and manage risks associated with Corporate Governance and propose measures to mitigate those risks.

Responsibilities:
- Support the Council and its departments in the effective development, implementation and review of the Risk Management Strategy.
- Review and provide guidance on the Council's risk management framework, including the identification, assessment, and mitigation of risks.
- Support the Council in ensuring that appropriate systems of internal control are maintained within service areas.

4.7.8. Elected and Audit Committee Members

Role:
- To oversee the effective management of risk by officers of the Council.

Responsibilities:
- gain an understanding of risk management and its benefits.
- require officers to develop and implement an all-encompassing approach to risk management.
- review and scrutinise risks where the impact has the potential to disrupt achievement of the Council's priorities. This is achieved by regular review and their seeking assurance that appropriate controls are implemented to manage these risks.
- approve and monitor the Risk Management Strategy.

4.7.9. Employees

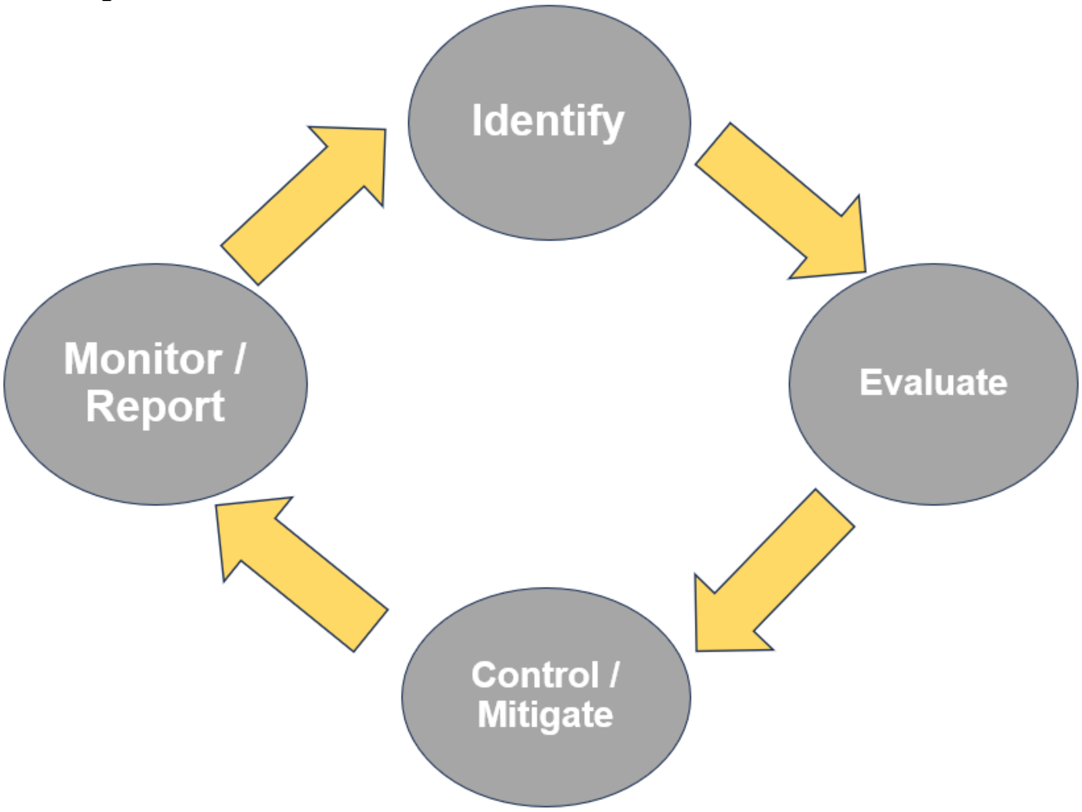
Role:
- to manage risk effectively in their job.

Responsibilities:
- to liaise with their line manager to assess areas of risk in their job.
- to identify new or changing risks in their job and feed these back to their line manager
- to undertake their job within the risk management guidelines set down for them by their manager.
- to ensure that the skills and knowledge passed to them are used effectively.

5. Risk Management Toolkit

The Risk Management Cycle

5.1. Implementing the strategy involves identifying, analysing, prioritising, managing and monitoring risks.



5.2. The methodology adopted by the Council is structured and systematic, and one that identifies, evaluates, prioritises and manages risk at corporate, strategic departmental and operational levels. It provides a consistent approach making best use of the risk management tools available and key aspects of the process are explained in detail below.

Engagement

5.3. To ensure that the Council's risk management strategy becomes a living reality, it is essential to begin its implementation by securing buy-in for the process before it starts.

5.4. This will be done through an on-going series of awareness sessions and engaging the Council's Members and Officers on the benefits of risk management to the organisation, to Services and to individuals.

Identification

5.5. An essential part of risk identification is linking them to your objectives and establish what you are trying to achieve first. Corporate, Departmental and Service Plans will cover those key objectives.

5.6. Once you have clear objectives, thought should be dedicated to any risks that will impact their achievement. Areas for consideration could include:

- What are the barriers in delivering Council services and objectives?
- Consider past events and what you can learn from.
- Look at the world around you and what's currently happening to impact objectives.
- "Horizon scan" the immediate and long-term future; what could or might happen that will impact the Council, Department or Service?
- Sources of risk:
    - Has anything been identified from an Internal Audit carried out?
    - Analyse complaint themes.
    - Check incident reporting themes.
    - Analyse financial and performance information.
    - Brainstorming with all stakeholders to ensure that all risks have been identified.

5.7. The following categories of possible risk areas can be used to act as a prompt and trigger for officers involved in the process. They ensure that a holistic approach to risk identification is taken and that the risk process does not just concentrate on operational, financial or legal risks:

- Political
- Economic
- Social
- Technological
- Legislative / Regulatory
- Environmental
- Competitive
- Customer / Citizen
- Managerial / Professional
- Financial
- Legal
- Partnership / Contractual
- Physical

5.8. Risks will be assessed at three distinct levels:

- **Corporate** – those risks that may prevent the Council from achieving its strategic ambitions and priorities.
- **Departmental** - those risks that may prevent the individual Departments from meeting their objectives or from achieving their contribution to the corporate ambitions and priorities.
- **Operational/Service** – those risks that may impact on the success of specific services.

Risk articulation

5.9. The information gathered from the processes above will be documented on a Risk Register template, assessed and analysed, and risk scenarios developed for the key concerns.

5.10. A consistent approach will be taken to assessing risks, examining for each risk identified a scenario involving a Risk (Event), Cause and Effect/Impact/Consequence. An effective risk scenario should illustrate the possible consequences of the risk if it occurs, so that its full impact can be assessed.

5.11. To take a holistic approach to the articulation of all risks and to ensure they are captured correctly, a key statement to use is:

"There is a risk of….as a result of….which could lead to…. "

5.12. An example risk scenario is provided below:

Risk **(There is a risk of)**	**Cause** **(As a result of)**	**Effect / Impact / Consequence** **(Which could lead to)**
An under resourced project	Failing to assign sufficient resource to a project	• Project delays/failure • An inadequate outcome • Performance adversely impacted • Additional stress for staff • Member and user criticism • Adverse publicity • Other projects jeopardised

Scoring and assessment

5.13. The Council operates a 5 by 5 risk matrix, where the likelihood of the risk occurring is multiplied by the impact the risk will have, to reach its overall score. **Appendix A Risk Matrix** represents an essential risk measure to enable an accurate score that reflects the impact and likelihood of the risk occurring. 3 levels of scoring should be used:

- **Original (inherent) score** – if no mitigating controls are in place (which usually remains static).
- **Current score** – the score of the risk with all mitigating controls in place (this will/may fluctuate at each interval)
- **Target score** – once all controls are in place and your desired level of risk (risk tolerance)

Management

5.14. This aspect of the risk management cycle involves:

- Deciding what level of risk is tolerable by determining the risk appetite and the acceptable risk score.

- Assessing whether to accept, control, modify, transfer or eliminate the risk.
- Documenting the rationale behind the chosen appetite/approach (mitigating controls and planned actions).
- Implementing the decision.
- Assigning ownership to manage the risk.

5.15. In coming to a view on the appropriate action the following definitions will apply:

- Accepting risks means that they will be managed within existing management routines. This should normally apply only to tolerable risks.
- Controlling risks means that additional actions are identified that will reduce the likelihood and/or impact of the relevant risk. Controls can be preventative (e.g. physical access controls), detective (e.g. alarms) and/or directive (e.g. guidance notes).
- Modifying risks means that activities, and/or the way they are carried out, are changed, because additional controls would not have the required impact.
- Transferring risk means that a third party takes responsibility for the risk e.g. by taking insurance cover.
- Eliminating risk means ceasing to carry out the activity because modifying it or controlling it would not achieve the desired risk appetite.

5.16. The potential for controlling or modifying the risks identified will be documented through the addition of the risk to Risk Registers (Corporate, Departmental and Operational/Service). Details within the register will:

- describe the risk.
- set out the potential causes and impacts/effects/consequences.
- show the risk scores (original, current, target).
- describe current and proposed mitigation actions/controls.
- identify the resources required to deliver improvements, the officer(s) and Member(s) accountable for delivering the improvements and achieving the target risk, key dates, deadlines and critical success factors/KPIs.

Monitoring and Reporting

5.17. Risk management is an on-going process and requires review and monitoring. This process will examine:

- the implementation of agreed actions.
- the effectiveness of the controls that have been put in place.
- how the risk has changed.

5.18. Where changes have occurred, the cycle will be revisited taking into account the changes and their impact on the service. The effectiveness of any control action will be judged on the basis of its success in either reducing the frequency and/or the severity of an incident/event.

5.19. Risk should be reviewed at the stage of each planned action date and when there are any changes to the risk. This could be as often as daily, but it is recommended that risks are reviewed at least every quarter and added to Corporate/Departmental/Service meeting agendas to keep the culture and benefits of risk management flowing and ensure that new risks are identified and documented.

5.20. Reporting of risks will vary, depending on requirements. Corporate, Departmental, and Service/Operational Risk Registers should be analysed, and reported appropriately to Service Managers, Head of Service, Directors, Exec Directors, Corporate Governance Group and the Audit Committee respectively. The latter two areas will be undertaken by the Risk Manager, and it is expected that Service and Departmental risks are effectively monitored and reported (with the support of the Risk Manager when needed) within their own Service and Departmental arrangements. When risks reach a particular level, consideration should be given to the escalation of the risk – see **Escalation of Risks**.

5.21. Any risks that impact the strategic objectives of the Council should be added to the Corporate Risk Register – see **Escalation of Risks**, where this is taken to each Audit Committee meeting. The Audit Committee are tasked with the responsibility of reviewing and scrutinising risks where the impact has the potential to disrupt achievement of the Council's priorities. This is achieved by regular review and their seeking assurance that appropriate controls are implemented to manage these risks.

Escalation of Risks

5.22. Consideration should be given to the escalation of risks from the Service/Operational Risk Registers to either the Departmental and/or Corporate Risk Register. The high-risk scores (15-25) should be discussed at Service/Operational and/or Departmental level first, before considering if they need to be present on the next tier of register:

- **Service/Operational to Departmental Risk Register**:
    - does the particular risk impact the whole of the Department and its objectives?
    - is the service risk crosscutting to other services within that department?
    - Although the score may be high, is it appropriate to be monitored/reviewed at a departmental level, or agreed that it should be left at service level, with the necessary arrangements in place for close monitoring?
    - discuss/agree at senior management level before any escalation.

- **Departmental to Corporate Risk Register:**
    - does the particular risk impact the whole of the Council and its objectives?
    - is the departmental risk crosscutting to other departments within the Council?
    - will the risk stop the Council from achieving its priorities?
    - although the score may be high, is it appropriate to be monitored/reviewed at a corporate level, or agreed that it should be left at departmental level, with the necessary arrangements in place for close monitoring?
    - complete Corporate Risk Register addition document – see Appendix B discuss/agree at executive level before any escalation.

Training

5.23. The Council recognises that it is essential that staff at all levels are aware of the importance of Risk Management and that all staff:

- Understand what risk management is and how the Council aims to manage risk effectively.
- Understand their responsibilities for managing risk.
- Have the necessary skills and knowledge to meet their responsibilities.
- Maintain a holistic approach to risk management.

5.24. Training will be provided on a structured and tailored basis by the Risk Manager and will be offered in accessible formats. It will recognise the roles and responsibilities that individuals play in the process, and for those who are directly responsible for or can influence the management of significant risk.

5.25. For any training needs and requirements, please contact the Risk Manager at riskmanagement@bury.gov.uk.

APPENDIX A – Risk Matrix

Quantitative Measure of Risk – Impact / Consequence Score

	Impact / Consequence score (severity levels) and examples of descriptors				
	1	**2**	**3**	**4**	**5**
AT RISK	**Very Low**	**Minor**	**Moderate**	**High**	**Severe**
EXAMPLES : NEW POLITICAL ARRANGEMENTS, POLITICAL PERSONALITIES, POLITICAL MAKE-UP					
POLITICAL Associated with the failure to deliver either local or central government policy or meet the local administrations manifest commitment	The risk will result in a minor delay, inconvenience Can be managed no real impact upon service.	The risk will result in a minor loss, delay, inconvenience, interruption. Opportunity to innovate/make minor improvements missed. Short term effect.	The risk will result in a waste of time and resources. Good opportunity to innovate/improve missed. Moderate impact on efficiency, output, quality. Medium term effect which may be costly to recover from.	The risk will have a major impact on the achievement of ambitions/priorities, serious impact on costs, income, performance, reputation, substantial opportunities missed. Medium to long term effect and expensive to recover from	The risk will have a critical impact on the achievement of ambitions and priorities, huge impact on costs, income, performance, reputation, critical opportunities missed. Difficult to recover from and may require a long-term recovery plan/period.
EXAMPLES : COST OF LIVING, CHANGES IN INTEREST RATES, INFLATION, POVERTY INDICATORS					
ECONOMICAL Affecting the ability to meet financial commitments. These include budgetary pressures, the failure to purchase adequate insurance cover, external macro level economic changes or proposed investment decisions	The risk will result in a minor delay, inconvenience Can be managed no real impact upon service.	The risk will result in a minor loss, delay, inconvenience, interruption. Opportunity to innovate/make minor improvements missed. Short term effect.	he risk will result in a waste of time and resources. Good opportunity to innovate/improve missed. Moderate impact on efficiency, output, quality. Medium term effect which may be costly to recover from.	The risk will have a major impact on the achievement of ambitions/priorities, serious impact on costs, income, performance, reputation, substantial opportunities missed. Medium to long term effect and expensive to recover from	The risk will have a critical impact on the achievement of ambitions and priorities, huge impact on costs, income, performance, reputation, critical opportunities missed. Difficult to recover from and may require a long-term recovery plan/period.
EXAMPLES : STAFF LEVELS FROM AVAILABLE WORKFORCE, AGEING POPULATION, HEALTH STATISTICS					
SOCIAL Relating to the effects of changes in demographic, residential or social economic trends on council's ability to meet its objectives	The risk will result in a minor delay, inconvenience Can be managed no real impact upon service.	The risk will result in a minor loss, delay, inconvenience, interruption. Opportunity to innovate/make minor improvements missed. Short term effect.	The risk will result in a waste of time and resources. Good opportunity to innovate/improve missed. Moderate impact on efficiency, output, quality. Medium term effect which may be costly to recover from.	The risk will have a major impact on the achievement of ambitions/priorities, serious impact on costs, income, performance, reputation, substantial opportunities missed. Medium to long term effect and expensive to recover from	The risk will have a critical impact on the achievement of ambitions and priorities, huge impact on costs, income, performance, reputation, critical opportunities missed. Difficult to recover from and may require a long-term recovery plan/period.

	Impact / Consequence score (severity levels) and examples of descriptors				
	1	**2**	**3**	**4**	**5**
AT RISK	**Very Low**	**Minor**	**Moderate**	**High**	**Severe**
TECHNOLOGICAL Associated with the capacity of the Council to deal with the pace/scale of technological change, or its ability to use technology to address changing demands. May also include consequences of internal technological failures on the Council's ability to deliver its objectives	The risk will result in a minor delay, inconvenience Can be managed no real impact upon service.	The risk will result in a minor loss, delay, inconvenience, interruption. Opportunity to innovate/make minor improvements missed. Short term effect.	The risk will result in a waste of time and resources. Good opportunity to innovate/improve missed. Moderate impact on efficiency, output, quality. Medium term effect which may be costly to recover from.	The risk will have a major impact on the achievement of ambitions/priorities, serious impact on costs, income, performance, reputation, substantial opportunities missed. Medium to long term effect and expensive to recover from	The risk will have a critical impact on the achievement of ambitions and priorities, huge impact on costs, income, performance, reputation, critical opportunities missed. Difficult to recover from and may require a long-term recovery plan/period.
EXAMPLES : HUMAN RIGHTS, TUPE REGULATIONS, DATA PROTECTION					
LEGISLATIVE/LEGAL Associated with current or potential changes in national or European law	The risk will result in a minor delay, inconvenience Can be managed no real impact upon service.	The risk will result in a minor loss, delay, inconvenience, interruption. Opportunity to innovate/make minor improvements missed. Short term effect.	The risk will result in a waste of time and resources. Good opportunity to innovate/improve missed. Moderate impact on efficiency, output, quality. Medium term effect which may be costly to recover from.	The risk will have a major impact on the achievement of ambitions/priorities, serious impact on costs, income, performance, reputation, substantial opportunities missed. Medium to long term effect and expensive to recover from	The risk will have a critical impact on the achievement of ambitions and priorities, huge impact on costs, income, performance, reputation, critical opportunities missed. Difficult to recover from and may require a long-term recovery plan/period.
EXAMPLES : LAND USE, RECYCLING, POLLUTION, WASTE MANAGEMENT					
ENVIOROMENTAL Relating to the environmental consequences of progressing the council's strategic objectives	The risk will result in a minor delay, inconvenience Can be managed no real impact upon service.	The risk will result in a minor loss, delay, inconvenience, interruption. Opportunity to innovate/make minor improvements missed. Short term effect.	The risk will result in a waste of time and resources. Good opportunity to innovate/improve missed. Moderate impact on efficiency, output, quality. Medium term effect which may be costly to recover from.	The risk will have a major impact on the achievement of ambitions/priorities, serious impact on costs, income, performance, reputation, substantial opportunities missed. Medium to long term effect and expensive to recover from	The risk will have a critical impact on the achievement of ambitions and priorities, huge impact on costs, income, performance, reputation, critical opportunities missed. Difficult to recover from and may require a long-term recovery plan/period.

	Impact / Consequence score (severity levels) and examples of descriptors				
	1	**2**	**3**	**4**	**5**
AT RISK	**Very Low**	**Minor**	**Moderate**	**High**	**Severe**
EXAMPLES : STAFF RESTRUCTURE, CAPACITY, TRAINING, WORKFORCE NEEDS					
PROFESSIONAL / MANAGERIAL Associated with the particular nature of each profession, internal protocols	The risk will result in a minor delay, inconvenience Can be managed no real impact upon service.	The risk will result in a minor loss, delay, inconvenience, interruption. Opportunity to innovate/make minor improvements missed. Short term effect.	The risk will result in a waste of time and resources. Good opportunity to innovate/improve missed. Moderate impact on efficiency, output, quality. Medium term effect which may be costly to recover from.	The risk will have a major impact on the achievement of ambitions/priorities, serious impact on costs, income, performance, reputation, substantial opportunities missed. Medium to long term effect and expensive to recover from	The risk will have a critical impact on the achievement of ambitions and priorities, huge impact on costs, income, performance, reputation, critical opportunities missed. Difficult to recover from and may require a long-term recovery plan/period.
EXAMPLES : BUDGET OVERSPENDS, LEVEL OF COUNCIL TAX, LEVEL OF RESERVES					
FINANCIAL Associated with financial planning and control	Small Loss>£100 The risk will result in a minor delay, inconvenience Can be managed no real impact upon service.	Loss>£1,000 The risk will result in a minor loss, delay, inconvenience, interruption. Opportunity to innovate/make minor improvements missed. Short term effect.	Loss>£10,000 The risk will result in a waste of time and resources. Good opportunity to innovate/improve missed. Moderate impact on efficiency, output, quality. Medium term effect which may be costly to recover from.	Loss>£100,000 . The risk will have a major impact on the achievement of ambitions/priorities, serious impact on costs, income, performance, reputation, substantial opportunities missed. Medium to long term effect and expensive to recover from	Loss>£1,000,000 The risk will have a critical impact on the achievement of ambitions and priorities, huge impact on costs, income, performance, reputation, critical opportunities missed. Difficult to recover from and may require a long-term recovery plan/period.
EXAMPLES : SECURITY, ACCIDENTS, HEALTH & SAFETY, HAZARDS, FIRE					
PHYSICAL Related to fire, security, accident prevention and health and safety	The risk will result in a minor delay, inconvenience Can be managed no real impact upon service.	The risk will result in a minor loss, delay, inconvenience, interruption. Opportunity to innovate/make minor improvements missed. Short term effect.	The risk will result in a waste of time and resources. Good opportunity to innovate/improve missed. Moderate impact on efficiency, output, quality. Medium term effect which may be costly to recover from.	The risk will have a major impact on the achievement of ambitions/priorities, serious impact on costs, income, performance, reputation, substantial opportunities missed. Medium to long term effect and expensive to recover from	The risk will have a critical impact on the achievement of ambitions and priorities, huge impact on costs, income, performance, reputation, critical opportunities missed. Difficult to recover from and may require a long-term recovery plan/period.

	Impact / Consequence score (severity levels) and examples of descriptors				
	1	2	3	4	5
AT RISK	**Very Low**	**Minor**	**Moderate**	**High**	**Severe**
EXAMPLES : CONTRACTOR FAILS TO DELIVER, PARTNERSHIP AGENCIS WITH CONFLICTING GOALS					
PARTNERSHIP/CONTACTUAL Associated with failure of contractors and partnership arrangements to deliver services or products to the agreed costs and specification	The risk will result in a minor delay, inconvenience Can be managed no real impact upon service.	The risk will result in a minor loss, delay, inconvenience, interruption. Opportunity to innovate/make minor improvements missed. Short term effect.	The risk will result in a waste of time and resources. Good opportunity to innovate/improve missed. Moderate impact on efficiency, output, quality. Medium term effect which may be costly to recover from.	The risk will have a major impact on the achievement of ambitions/priorities, serious impact on costs, income, performance, reputation, substantial opportunities missed. Medium to long term effect and expensive to recover from	The risk will have a critical impact on the achievement of ambitions and priorities, huge impact on costs, income, performance, reputation, critical opportunities missed. Difficult to recover from and may require a long-term recovery plan/period.
EXAMPLES : STANDARDS NOT MET, ACCREDITATION,					
COMPETITIVE Affecting the competitiveness of the service (in terms of cost or quality) and/or its ability to deliver best value	The risk will result in a minor delay, inconvenience Can be managed no real impact upon service.	The risk will result in a minor loss, delay, inconvenience, interruption. Opportunity to innovate/make minor improvements missed. Short term effect.	The risk will result in a waste of time and resources. Good opportunity to innovate/improve missed. Moderate impact on efficiency, output, quality. Medium term effect which may be costly to recover from.	The risk will have a major impact on the achievement of ambitions/priorities, serious impact on costs, income, performance, reputation, substantial opportunities missed. Medium to long term effect and expensive to recover from	The risk will have a critical impact on the achievement of ambitions and priorities, huge impact on costs, income, performance, reputation, critical opportunities missed. Difficult to recover from and may require a long-term recovery plan/period.
EXAMPLES : MANAGING EXPECTATIONS, COMPLAINTS, CONSULTATION, COMMUNICATION EXTERNALLY					
CUSTOMER/CITIZEN Associated with failure to meet the current and changing needs and expectations of customers and citizens	The risk will result in a minor delay, inconvenience Can be managed no real impact upon service.	The risk will result in a minor loss, delay, inconvenience, interruption. Opportunity to innovate/make minor improvements missed. Short term effect.	The risk will result in a waste of time and resources. Good opportunity to innovate/improve missed. Moderate impact on efficiency, output, quality. Medium term effect which may be costly to recover from.	The risk will have a major impact on the achievement of ambitions/priorities, serious impact on costs, income, performance, reputation, substantial opportunities missed. Medium to long term effect and expensive to recover from	The risk will have a critical impact on the achievement of ambitions and priorities, huge impact on costs, income, performance, reputation, critical opportunities missed. Difficult to recover from and may require a long-term recovery plan/period.

Qualitative measure of risk – Likelihood Score

Descriptor	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost certain
Frequency Time framed descriptors	Not expected to occur for years	Expected to occur annually	Expected to occur monthly	Expected to occur weekly	Expected to occur daily
Frequency Broad descriptors	Will only occur in exceptional circumstances	Unlikely to occur	Reasonable chance of occurring	Likely to occur	More likely to occur than not occur
Probability	1-9% chance	10-24% chance	25-50% chance	51-80% chance	81% or higher

Quantification of the Risk – Risk Rating Matrix

			Likelihood				
			1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost certain
Impact / Consequence	5	**Severe**	5	10	15	20	25
	4	**High**	4	8	12	16	20
	3	**Moderate**	3	6	9	12	15
	2	**Minor**	2	4	6	8	10
	1	**Very Low**	1	2	3	4	5

APPENDIX B – Corporate Risk Register Addition

Corporate Risks are events and circumstances which have the potential to disrupt the Council's ability to meet its strategic and operational objectives.

New and emerging Risks should be identified through effective risk management processes, and this form has been prepared to escalate these risks to the Corporate Risk Register.

Please liaise with the Risk Manager for support and guidance and return the form to riskmanagement@bury.gov.uk.

Risk Title	
Risk Description	

Risk Owner	
Department	

Responsible Officer	**Risk Action Status**	**Trend**
		New

Original Score (no controls)			**Current Score** (with controls)			**Target Score**		
Likelihood	Impact	Score L x I	Likelihood	Impact	Score L x I	Likelihood	Impact	Score L x I

Key Potential Impacts	**Current Controls**	**Planned Actions**
•	•	•

To be completed by the Risk Manager:

For Exec approval	To be presented to Audit Committee	Next Risk Review

Classification	Item No.
Open	N/a

Meeting:	Audit Committee
Meeting date:	22 July 2026
Title of report:	Internal Audit Annual Report 2025/26
Report by:	Judith Smith, Senior Auditor Adrian Blackshaw, Senior Auditor
Decision Type:	Council
Ward(s) to which report relates	All

Executive Summary:

This report summarises the results of Internal Audit work during 2025/26 and, as required by the Accounts and Audit Regulations 2015, gives an overall opinion of the Authority's control environment.

The conclusions drawn from the report are:

The Council continues to operate within a challenging and evolving environment, including ongoing transformation, system changes and organisational restructuring.

A significant focus of the Audit Committee's work during the year was its oversight of the Council Improvement Plan, which was developed in response to a statutory recommendation from the external auditor. Regular progress updates were received into the Committee, and delivery was scrutinised across key themes including financial resilience, finance capacity and transformation, governance and compliance, leadership arrangements and estate management. At the February 2026 meeting, the Committee noted that the majority of improvement actions had been achieved, or were on track, and endorsed the proposal to align future improvement monitoring with established corporate planning and performance arrangements, allowing the Committee to refocus in 2026/27 on broader audit and risk activity.

The initial Internal Audit Plan for 2025/26 was presented to and approved by Audit Committee on 8 April 2025. The plan was amended during the year to reflect management requests, overruns and deferrals. The amendments were presented to the Audit Committee throughout the year.

Based on the results of the audit work undertaken during the year, there is clear evidence of continued improvement across the Council's control environment. The overall direction of travel is positive, with significant progress being made in addressing key risks and strengthening controls across a number of service areas. While it is considered too early at this stage to provide a moderate assurance conclusion, the Council has demonstrated sustained improvement and a strong commitment to implementing agreed actions. Consequently, the Head of Audits conclusion is that it remains one of a limited assurance, but with encouraging and measurable progress noted throughout the period. Importantly, the risks facing the Authority are being actively addressed, and there is positive momentum in the implementation of recommendations.

Outstanding recommendations identified following second follow-up reviews continue to be actively monitored by the embedded Governance and Assurance Board through its monthly oversight arrangements. This robust process is helping to identify areas where additional support and focus may be beneficial, ensuring that improvements continue to be driven forward across the Council. The continued involvement and scrutiny provided by this Board is making a positive and meaningful contribution to strengthening governance arrangements, promoting accountability, and supporting ongoing improvement across the organisation.

Recommendation(s)

That:

- Members note the contents of this report.

Key Considerations

Background information to this report is contained in the context section of the main report. There are no decisions required for this report.

Community impact / Contribution to the Bury 2030 Strategy

Ensuring compliance with Financial Procedures and Policies

Equality Impact and considerations:

Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to -

(a) eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under this Act.

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
Risks are highlighted in Audit Plans and in the terms of reference for each Audit review.	Internal Controls are reviewed in each audit to mitigate identified risks. Actions are reported to managers and progress is monitored and reported on a regular basis.

Consultation:

N/A

Legal Implications:

The Council must have a sound system of internal control which facilitates the effective exercise of its functions, including risk management. This is both a legal requirement and a requirement of the Financial Regulations set out in the Council's Constitution. This report provides information on the work of the Council's Internal Audit Service, in ensuring compliance.

Financial Implications:

There are no financial implications arising from this report. The work of the Internal Audit Service supports the governance framework.

Report Author and Contact Details:

Judith Smith, Senior Auditor
Adrian Blackshaw, Senior Auditor
Email: judith.smith@bury.gov.uk
a.g.blackshaw@bury.gov.uk

Background papers:

Head of Audit Annual Report 2025/26 – Appendix A

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning
GIAS	Global Internal Audit Standards
GDPR	General Data Protection Regulation
GAB	Governance Assurance Board
PSIAS	Public Sector Internal Auditing Standards
QAIP	Quality Assurance & Improvement Plan
IIA	The Institute of Internal Auditors
ICT	Information & Communications Technology
ROPA	Record of Processing Activities
CCTV	Closed Circuit Television
IT	Information Technology

Internal Audit Annual Report 2025/26

"Providing assurance on the management of risks"

Internal Audit Annual Report 2025/26

"Providing assurance on the management of risks"

This document summarises the results of Internal Audit work during 2025/26 and, as required by the Accounts and Audit Regulations 2015, gives an overall conclusion of the Authority's control environment.

Overall Conclusion

Based on the results of audit work undertaken between 1 April 2025 and 31 May 2026, the conclusion is that the Council's control environment provides limited assurance. While a number of areas demonstrate strong or improving controls, weaknesses remain in some key systems and processes. However, there is evidence of continued progress in strengthening the control environment and addressing identified risks.

Context

This report outlines the work undertaken by Internal Audit between 1 April 2025 and 31 March 2026 and incorporates reports and follow ups relating to the 2025/26 audit plan, issued up to the 31 May 2026.

Management is responsible for establishing and maintaining appropriate risk management processes, control systems, accounting records and governance arrangements i.e. the control environment. Internal Audit plays a vital role on whether these arrangements are in place and operating properly by reviewing, appraising and reporting on the efficiency, effectiveness, and economy of these arrangements. In addition, Internal Audit provides assurance to the organisation, Chief Executive, Executive Directors, S151 Officer, the Audit Committee and ultimately the taxpayer, that the Council maintains an effective control environment that enables it to manage its significant business risks. The assurance work culminates in an annual conclusion on the adequacy of the Authority's control environment which feeds into the Annual Governance Statement.

Internal Audit is required by professional standards to deliver an annual audit conclusion and timed to support the Annual Governance Statement. The annual internal audit conclusion must determine the overall adequacy and effectiveness of the organisation's framework of governance, risk management and control. The annual report must incorporate:

- the conclusion
- a summary of the work that supports the conclusion; and
- a statement on conformance with the Global Internal Audit Standards (GIAS)

A year-end review of the Internal Audit monitoring system in relation to the 2025/26 audit plan up to 31 March 2026, identified the following points:

Area	Allocation (days)	Actual (days)	Underspend / Overspend	Comment
Carry forward work from 2024/25	79	159	+80	More audits were rolled forward into 2025/26 plan than originally anticipated.
2025/26 Assurance Work	305	209	-96	Three audits were removed from the plan, the reasons have previously been reported to the Audit Committee. In addition, a number of incomplete audits were carried forward to the 2026/27 plan.
Schools	50	51	+1	
Persona	36	37	+1	
1st Follow Ups	70	80	+10	40 first follow ups were undertaken, 5 more than allocated.
2nd Follow Ups	35	38	+3	28 second follow ups were undertaken.
Contingency for investigations / whistleblowing	70	71	+1	Original allocation was 40 days but was then increased to 70 due to additional investigation work / whistleblowing.
Contingency for unplanned management requests & advice and guidance	44	54	+10	The original allocation was 74 days but was reduced to 44 days to increase the allocation on investigations and whistleblowing.
Non-Rechargeable time	562	552	-10	
Totals	1,251	1,251		

Internal Audit assurance work 2025/26

The methodology adopted in preparing the plan, and the plan itself, was presented to and approved by the Audit Committee on 8 April 2025. Since the original plan was presented to the Audit Committee, it was inevitable that there would be variations to the plan during the year if it is to adequately reflect changing circumstances and the changing organisation. The net effect of this is that some of the agreed audits have been completed, some have not been undertaken, and some are still in the process of being finalised.

All audit assurance reports are provided to Audit Committee members and Cabinet Members on a monthly basis. In addition, all adjustments to the plan have been reported to the Audit Committee within the Internal Audit Progress reports presented during 2025/26.

20 audits were still in progress at the end of the financial year and were carried forwarded into 2026/27 to be finalised. During April / May 2026, 7 final audit reports were issued relating to the 2025/26 audit plan. The following 13 audits are currently being finalised:

- Trust Managed by the Council
- GDPR – Officer Compliance
- Income & Bank Key Controls 2025/26
- Direct Payments – Adults
- Employee Leavers Process
- Main Accounting Key Controls 2025/26
- Waste Management
- St Peters C of E Primary School
- Housing Rent Collection & Control
- Grants Register
- Housing – Day to Day Repairs
- Quality Assurance of Care Market Providers
- Persona – Sensio System

Internal Audit follow up work 2025/26

Follow up exercises for reports with limited assurance are undertaken after three months of the final report being issued to client. Follow up exercises for all other reports are undertaken six months after the final reports have been issued to the client. A second follow up, if required, is undertaken six weeks after the issue of the first follow up. All recommendations are followed up.

Details of all follow-up reviews undertaken are provided to Audit Committee members and Cabinet Members on a monthly basis. Those recommendations showing as "Outstanding" or "Partially Implemented" as at completion of the second follow up are then escalated to the Governance & Assurance Board (GAB) on a monthly basis.

All follow ups are subject to scrutiny by Audit Committee Members and GAB who have the authority to call in Assistant Directors / Directors to explain delayed progress where appropriate, agree new anticipated completion dates and ensure that these are adhered to.

Summary of assurance and follow up work 2025/26

The Council, and local government generally, continues to face significant challenges, including the ongoing financial challenges and the need to deliver savings, in addition to the impact on service delivery in terms of both increased costs and lost income. The Council has continued in 2025/26 to go through restructuring and service transformation, and it is important that controls and governance remain in place and that there is an understanding of responsibilities and accountabilities. Regularly updated forecasts of income and expenditure pressures against the available funding were provided internally through the Council's monitoring framework.

The 2025/26 draft unaudited statement of accounts and the Annual Governance Statement are being prepared for approval before the deadline of 31 January 2027.

Internal Audit Assurance Work

The key outcome of each audit is an overall opinion on the level of assurance provided by the controls within the area audited. Audits will be given one of four levels depending on the strength of controls and the operation of those controls. The four categories ranging from the lowest to highest are Limited, Moderate, Substantial and Full. The opinion reflects both the design of the control environment and the operation of controls.

A total of 30 audit reviews, making 274 recommendations, have been considered as part of forming the overall opinion for the year. See tables below for details:

	Total No. of Audits	%
Full Assurance	4	13%
Substantial Assurance	9	30%
Moderate Assurance	5	17%
Limited Assurance	12	40%
Total	30	100%

Total No. of Recs	%
5	2%
62	23%
66	24%
141	51%
274	100%

	Total No. of Recs	Fundamental Priority	%	Significant Priority	%	Merits Attention Priority	%
Full Assurance	5	0	0%	0	0%	5	100%
Substantial Assurance	62	0	0%	12	19%	51	81%
Moderate Assurance	66	0	0%	20	30%	46	70%
Limited Assurance	141	28	20%	61	43%	52	37%
	274	28	10%	93	34%	153	56%

A full list of the assurance work completed during the year is given in Appendix B.

Recommendations are categorised according to the risks they are intended to mitigate. Categorising recommendations also assists managers in prioritising improvement actions. The current categories used, in increasing order of importance are Merits attention, Significant and Fundamental.

During the year 274 recommendations were made to address weaknesses in control which would not have been identified if the audit had not been undertaken. All the recommendations made were accepted by management and positive responses were received to indicate that they would be implemented.

Internal Audit Follow Up Work

Details of audits which were followed up during 2025/26 are provided at Appendix C (First Follow Up) and Appendix D (Second Follow Up) and these are included in the overall opinion.

Some of the follow ups undertaken during 2025/26 relate to audits undertaken in previous financial years. Therefore, the figures being reported in this section will not balance back to the 274 recommendations made for audits completed and issued during 2025/26.

38 first follow ups were completed and issued between 1 April 2025 and 31 May 2026. Out of the 237 recommendations followed up, 153 recommendations (65%) had been fully implemented with only 84 (35%) still being identified as either outstanding or partially implemented.

27 second follow ups were also completed and issued. Out of the 76 recommendations followed up, 39 (51%) had been implemented. 37 (49%) were identified as still being outstanding or partially implemented.

Persona

Internal Audit provides a traded service to Persona. For the financial year, 36 days were allocated in the audit plan, which equated to three, 12-day audits. In addition, first and second follow ups were undertaken and advice and guidance was provided when requested.

Two of the reviews had been finalised by year end. However, work is ongoing on the outstanding review and this is expected to be completed in the first quarter of 2026/27.

Schools

Schools identified with a forecast deficit budget for 2025/26 were considered and a small number of school's were subjected to a full audit. In addition, contingency was built into the plan for any requests by the Director of Education & Skills, or the Director of Finance.

Four primary schools were visited during 2025/26, and three reports have been finalised.

Department for Children and Young People Education and Skills Leadership Team meetings are attended by a representative from the Internal Audit Team, and therefore advice and support can be provided as it is requested.

Summary of non-assurance work

Special investigations

The size and complexity of the Council means that some irregularities are inevitable and therefore, in addition to planned assurance work, a number of special investigations were needed during the year.

In addition, Internal Audit provided advice to Departments regarding suspected irregularities and due to increased activity relating to whistleblowing reports received, the original allocation on the audit plan had to be increased to reflect the increased demand.

Two reports were issued during 2025/26, relating to whistleblowing 0032 & 0039. No recommendations were made within these reports, so no follow up reviews are schedule to be undertaken.

Advice

Internal Audit is most efficient when its advice is utilised to ensure that appropriate controls are incorporated at an early stage in the planning of policy or systems development. This work reduces the issues that will be raised in future audits and contributes to a stronger control environment. During the year advice was requested for a number of issues.

Examples of areas where audit advice and support was given include:

- An internal data breach
- An external data breach affecting three local Councils
- Income collection processes
- The new Crisis & Resilience Fund
- Reconciliation between the Concerto System and Unit 4

Due to the improvements and system upgrades, Internal Audit are also represented on the following groups and attend meetings on a monthly basis:

- Finance Transformation Board
- Procurement Continuous Improvement Group

Work is continuously undertaken to ensure that Departments are aware that they should approach Internal Audit as a consultancy resource and a contingency has been built into the annual audit plan for 2025/26 so that resources are available to meet any consultancy requests.

Certification

Internal Audit can be required to certify grant claims. One grant claim was examined and approved by Internal Audit during 2025/26. This was:

- Bus Operators Grant 2024/25

Effectiveness

This section of the report sets out information on the effectiveness of the service and focuses on compliance with the GIAS and customer feedback.

The Internal Audit service was last subjected to an external quality assessment during October 2024 under the previous standards (PSIAS). The external report and supporting Quality Assurance & Improvement Program (QAIP) was presented at the April 2025 Audit Committee meeting and the QAIP approved. An update to the QAIP was provided to Audit Committee members at the 8 December 2025 meeting that identified that the majority of actions had been implemented. Any actions still outstanding were noted and overdue actions were given new anticipated implementation dates.

In accordance with best practice there is a rigorous internal review of all work undertaken by all staff and the results feed into the staff appraisal process.

Following most audits a "post audit questionnaire" is issued to the relevant managers asking for their views on the conduct of the audit. The questionnaire includes a range of questions covering the audit approach, reporting format, etc. A key feature of the audit role is the need to sometimes be critical of existing or proposed arrangements. There is therefore an inherent tension that can make it difficult to interpret surveys. Post audit questionnaires are not issued when an investigation is undertaken or if the audit is undertaken by an external partner.

In 2025/26, whilst acknowledging that there was still a low response rate (41%) this is a major improvement to the 2024/25 response rate of 14%. The post audit questionnaire responses continued to demonstrate that stakeholders found the audit process to be of value. All feedback was 100% positive and no negative feedback or comments had been received. Examples of the positive feedback are as follows:

"Always find working with the audit team a pleasure, fair and transparent."

"Our main auditor was personable, polite and helpful throughout."

"The report is clear & accurate. I value the findings of the report to assist to make further amendments to the processes to ensure the Team are working as effectively as possible & striving to assist departments to improve compliance across the council."

"Clear audit process identified and planned well."

"The Auditors are always good to work with and both very approachable and professional."

"Fully informed and meetings arranged, before and during. Had to change dates of visit due to ongoing major incident and Audit Team fully accommodating."

"All documentation has been very clear from start to finish, the whole process explained well step by step, followed through, very helpful with any questions and helpful advice given."

It is clearly important for any audit service to keep abreast of best professional practice. The Internal Audit service is fortunate in having strong links with colleagues both within Greater Manchester and nationally. At a regional level there are networking opportunities for auditors specialising in schools and ICT. On a quarterly basis there is also a Chief Auditor meeting for the Northwest region which is also attended. As well as good opportunities for continuing professional development and sharing best practice these activities provide advance information on new developments which can be reflected in the audit plan.

The Authority can be confident that a good quality Internal Audit service continues to be provided.

Governance and Improvements

A significant focus of the Audit Committee's work during the year was its oversight of the Council Improvement Plan, which was developed in response to a statutory recommendation from the external auditor. The proposed action plan was endorsed by the Committee at a special meeting in January 2025 prior to approval by Council for adoption and inclusion on the work plan for the Audit and Overview and Scrutiny Committees respectively ensuring Member oversight of delivery of the action plan.

The Committee received regular progress updates at each meeting and scrutinised delivery across key themes including financial resilience, finance capacity and transformation, governance and compliance, leadership arrangements and estate management. Members challenged progress, capacity and sustainability, and sought assurance that improvements were being embedded. The Leader, Finance Portfolio Holder and Chief Executive also attended several of the Committee meetings to provide additional assurance, for example, with regard to the work of the Member Assurance Group which met weekly throughout the year to discuss progress on key improvement activities.

At the February 2026 meeting, the Committee noted that the majority of improvement actions had been achieved, or were on track, and endorsed the proposal to align future improvement monitoring with established corporate planning and performance arrangements, allowing the Committee to refocus on broader audit and risk activity.

Statement of Conformity

Bury Council Internal Audit performs its work in accordance with its Internal Audit Charter, and the Global Internal Audit Standards issued by The Institute of Internal

Auditors (IIA), including adherence to the Principles for Effective Internal Audit and relevant Performance Standards.
Opinions and actions arising from the review are based on interviews with key staff, evaluation of evidence for key controls and observations made during the assessment of systems and procedures.

The auditors exercised due professional care throughout the engagement and remained alert to indicators that fraud, corruption or bribery may have occurred and consider procedural weaknesses / opportunities that could increase the risk of occurrence. If any concerns were identified, they will have been discussed with management and reflected in the report detail and action plan. The engagements are conducted in accordance with a defined scope and objectives, supported by a structured work program. There are no impairments to the independence and objectivity of assigned auditors in relation to the work that is undertaken. Bury Council Internal Audit maintains a quality assurance and improvement program to ensure ongoing conformance with the Standards.

Public Sector Internal Audit Standards & Internal Audit Development Plan (QAIP)

Following the external assessment against the Public Sector Internal Audit Standards (PSIAS), a Development Plan was prepared to address the improvement actions identified within the review report. The report and the Internal Audit Development Plan for 2025/26 were presented to the Audit Committee in April 2025, with a progess update provided at the December 2025 meeting.

As at 31 March 2026, the majority of improvement actions had been implemented. The following actions remain outstanding and will be carried forward into the Internal Audit Development Plan for 2026/27:

- The Director of Finance to formally seek feedback from the Chief Executive and Audit Committee to support the annual appraisal of the Head of FAIR.
- A training strategy and plan should be developed.
- An Assurance Map for the Council should be developed and documented to identify all of the various sources of assurance utilising the 3 lines of defence model.
- The Internal Audit Manual should be updated to reflect current working practices

Conclusion

The Council continues to operate within a challenging and evolving environment, including ongoing transformation, system changes and organisational restructuring. In this context, it is important that governance, risk management and internal controls remain effective and continue to strengthen.

No system of control can provide absolute assurance against material misstatement / loss or eliminate risk, nor can Internal Audit give that assurance. The work of Internal Audit is intended only to provide reasonable assurance on controls. In assessing the level of assurance to be given, the following has been considered:

- Audit plan work completed between 1 April 2025 and 31 May 2026.
- Any first and second follow-up reviews completed between 1 April 2025 and 31 May 2026 which will include audits from previous financial years where applicable.
- The effect of non-assurance work undertaken during the year.
- The effect of any significant changes in the Authority's systems.

During the period 1 April 2025 to 31 May 2026, 30 audit reports were issued. Positively, 43% of these reports achieved either full or substantial assurance, demonstrating that a significant proportion of areas reviewed had strong and effective controls in place. While 40% of reports were assessed as limited assurance, a further 17% received moderate assurance, highlighting that many areas had a sound control framework with opportunities identified for further strengthening and enhancement. Overall, although 57% of reports fell within the lower two assurance categories, this represents a notable improvement of 10% compared with the 2024/25 position, where 67% of reports were within these categories, demonstrating continued progress in the overall control environment.

The 30 reports contained 274 recommendations, of which only 28 were classified as fundamental and 81 as significant. This means that just 40% of recommendations fell into these higher priority categories, representing a substantial improvement from the previous year where 59% were rated as either fundamental or significant. Encouragingly, there was also a notable increase in merits attention priority recommendations, rising from 59 in 2024/25 to 153 during the period 1 April 2025 to 31 May 2026. This reflects that, in many areas, key controls were already operating effectively, with recommendations focused primarily on enhancing existing arrangements and improving operational efficiency.

A total of 237 recommendations were subject to first follow-up review for audits completed as part of the 2023/24 and 2024/25 audit plans. Positively, 153 recommendations (65%) had been fully implemented at the first follow-up stage, demonstrating a strong commitment by services to addressing agreed actions. The remaining 84 recommendations (35%) were either partially implemented or outstanding, with work continuing to embed improvements.

At second follow-up, 76 recommendations were reviewed, of which 39 (51%) had been fully implemented. Of the 37 recommendations that remained partially implemented or outstanding, 4 had not yet reached their target implementation date, indicating that progress was still ongoing within agreed timescales. Overall, the implementation rate across both follow-up stages was a strong 86%, reflecting continued positive progress in strengthening controls and delivering agreed improvements across services.

We are satisfied that sufficient internal audit work has been undertaken to allow a reasonable conclusion as to the adequacy and effectiveness of the Council's governance, control and risk processes.

Based on the results of the audit work undertaken during the year, including the findings from 30 audit reports, 38 first follow-ups and 27 second follow-ups, there is clear evidence of continued improvement across the Council's control environment. The overall direction of travel is positive, with significant progress being made in addressing key risks and strengthening controls across a number of service areas. While it is considered too early at this stage to provide a moderate assurance conclusion, the Council has demonstrated sustained improvement and a strong commitment to implementing agreed actions. Consequently, the overall conclusion remains one of a **limited assurance**, but with encouraging and measurable progress noted throughout the period. Importantly, the risks facing the Authority are being actively addressed, and there is positive momentum in the implementation of recommendations. Although some long-standing fundamental and significant recommendations remain outstanding, plans are firmly in place to address these through the forthcoming Unit 4 upgrade and associated system improvements, which are expected to deliver further enhancements to the Council's overall control framework during 2026/27.

Outstanding recommendations identified following second follow-up reviews continue to be actively monitored by the embedded GAB through its monthly oversight arrangements. This robust process is helping to identify areas where additional support and focus may be beneficial, ensuring that improvements continue to be driven forward across the Council.

The continued involvement and scrutiny provided by the GAB is making a positive and meaningful contribution to strengthening governance arrangements, promoting accountability, and supporting ongoing improvement across the organisation.

Appendix B

Summary of audits completed during the year and total number of recommendations made

	Audit	Level of Assurance	Report Date	Total No. of Recs	No. of Fundamental Recs
Reports included in annual conclusion for 2025/26					
	Bury Council				
1	Our Lady of Grace RC Primary School	Limited	April 2025	23	5
2	Debtors Invoice Processing	Limited	May 2025	9	3
3	Register of Processing Activities (ROPA)	Moderate	May 2025	4	0
4	Chapelfield Primary School	Substantial	July 2025	11	0
5	Complaints Procedure	Substantial	July 2025	4	0
6	Asbestos – Performance Data Quality	Substantial	July 2025	2	0
7	Legionella – Performance Data Quality	Substantial	July 2025	2	0
8	Bury & Whitefield Jewish Primary School	Limited	July 2025	12	1
9	Recruitment Process	Full	September 2025	4	0
10	Emergency Duty Team	Limited	September 2025	14	3
11	Adult Financial Assessments	Substantial	November 2025	14	0
12	Freedom of Information & Subject Access Requests	Substantial	November 2025	7	0
13	VAT Submissions	Substantial	November 2025	5	0
14	CCTV – Compliance with Code of Practice 2025/26	Full	November 2025	0	0
15	Purchase Card Expenditure	Limited	December 2025	7	2
16	Additional Hours & Overtime Payments – Adult Care	Moderate	December 2025	14	0
17	Care Leavers – Finance Policy	Full	December 2025	1	0
18	Hollins Grundy Primary School	Limited	January 2026	28	6
19	Payroll – Voluntary Deductions	Limited	January 2026	6	1
20	St Andrews C of E Primary School, Ramsbottom	Limited	February 2026	16	1
21	Catering Service provided to Secondary Schools	Limited	April 2026	5	3
22	Creditors – Procurement Deep Dive - Quotations	Limited	April 2026	4	2
23	Revenues Recovery & Enforcement	Limited	April 2026	4	1
24	Housing Services – Complaints Procedures	Full	April 2026	0	0
25	St Andrews C of E Primary School, Radcliffe	Moderate	May 2026	18	0

	Persona				
26	Supported Living – Client Finances	Limited	July 2025	13	0
27	Governance of the Persona Board	Substantial	September 2025	6	0
28	Safeguarding	Substantial	September 2025	11	0
29	The Green Café	Moderate	April 2026	12	0
30	Grundy Day Care Centre	Moderate	May 2026	18	0
	Total			**274**	**28**

Appendix C

Summary of First follow ups issued between 1 April 2025 and 31 May 2026

		Assurance Level	Report Date	Total No. of Recs	Recs Implemented	Recs Outstanding
	Bury Council					
1	Integrated Community Equipment Stores	Moderate	May 2025	5	3	2
2	Main Accounting – Key Controls 23/24	Limited	May 2025	5	5	0
3	Business Rates Billing, Collection & Reliefs	Limited	May 2025	7	3	4
4	IT Asset Management	Limited	May 2025	10	3	7
5	Council Tax – Key Controls 23/24	Substantial	May 2025	1	1	0
6	Rent Collections from Commercial Tenants	Limited	May 2025	8	1	7
7	Income & Bank – Key Controls 23/24	Limited	May 2025	4	2	2
8	Lowercroft Primary School	Limited	June 2025	6	3	3
9	Council Properties leased to Persona	Substantial	July 2025	1	0	1
10	Fire Safety – Performance Data Quality	Substantial	July 2025	4	2	2
11	Leisure Centres – Income System	Limited	July 2025	4	3	1
12	Payroll – Key Controls 23/24	Limited	July 2025	8	7	1
13	Housing – Disrepair Process	Limited	July 2025	6	3	3
14	Section 106 Agreements	Moderate	August 2025	5	2	3
15	Treasury Management – Key Controls 23/24	Substantial	August 2025	3	2	1
16	Gas Safety – Performance Data Quality	Substantial	August 2025	1	1	0
17	St Margaret's C of E Primary School	Limited	August 2025	11	10	1
18	Libraries Income	Moderate	September 2025	6	5	1
19	Electrical Safety – Performance Data Quality	Moderate	September 2025	5	2	3
20	Direct Payments Improvement Plan	Substantial	September 2025	1	1	0
21	Software Licencing Management	Limited	October 2025	4	0	4

22	Chantlers Primary School	Moderate	October 2025	6	6	0
23	Whistleblowing – Bury Business Centre	None Given	November 2025	3	3	0
24	Our Lady of Grace RC Primary School	Limited	December 2025	23	21	2
25	Debtors Invoice Processing	Limited	December 2025	9	4	5
26	Housing Conditions – Damp, Mould and Condensation	Moderate	January 2026	7	3	4
27	Asbestos – Performance Data Quality	Substantial	January 2026	2	1	1
28	Legionella – Performance Data Quality	Substantial	January 2026	2	2	0
29	Register of Processing Activities (ROPA)	Moderate	February 2026	4	2	2
30	Emergency Duty Team	Moderate	February 2026	14	9	5
31	Bury & Whitefield Jewish Primary School	Limited	March 2026	12	8	4
32	Chapelfield Primary School	Substantial	April 2026	11	10	1
33	Complaints Procedure	Substantial	April 2026	4	2	2
34	Recruitment Process	Full	May 2026	4	4	0
	Persona					
35	Property & Building Maintenance	Substantial	May 2025	1	0	1
36	Supported Living – Client Finances	Limited	January 2026	13	6	7
37	Governance of the Persona Board	Substantial	May 2026	6	2	4
38	Safeguarding	Substantial	May 2026	11	11	0
	Total			**237**	**153**	**84**

Appendix D

Summary of Second Follow ups issued between 1 April 2025 and 31 May 2026

		Report Date	No. of outstanding Recs from 1st Follow Up	Recs Implemented	Recs Outstanding
	Bury Council				
1	Care Planning Permissions	April 2025	1	0	1
2	Whistleblowing Allegations	April 2025	2	2	0
3	Creditors – Key Controls 23/24	April 2025	3	3	0
4	Debtors – Key Controls 23/24	May 2025	5	3	2
5	Integrated Community Equipment Stores	July 2025	2	2	0
6	Business Rates Billing, Collection & Reliefs	August 2025	5	4	1
7	Payroll – Key Controls 23/24	September 2025	1	1	0
8	Leisure Centres – Income System	September 2025	1	0	1
9	Fire Safety – Performance Data Quality	September 2025	2	2	0
10	Income & Bank – Key Controls 23/24	October 2025	2	0	2
11	Council Properties leased to Persona	October 2025	1	0	1
12	Section 106 Agreements	November 2025	3	2	1
13	Libraries Income	November 2025	1	1	0
14	Housing – Disrepair Process	November 2025	3	2	1
15	St Margaret's C of E Primary School	December 2025	1	0	1
16	Lowercroft Primary School	December 2025	3	2	1
17	Treasury Management – Key Controls 23/24	December 2025	1	0	1
18	Electrical Safety – Performance Data Quality	January 2026	3	2	1
19	Rent Collections from Commercial Tenants	March 2026	7	4	3
20	IT Asset Management	March 2026	7	2	5

21	Software Licencing Management	March 2026	4	0	4
22	Asbestos – Performance Data Quality	March 2026	1	1	0
23	Debtors Invoice Processing	March 2026	5	1	4
24	Our Lady of Grace RC Primary School	April 2026	2	1	*1
25	Register of Processing Activities (ROPA)	April 2026	2	0	2
	Persona				
26	Property & Building Maintenance	July 2025	1	1	0
27	Supported Living – Client Finances	April 2026	7	2	**5
	Total		**76**	**39**	**37**

- *1 out of 1 has not yet reached its completion date
- **3 out of the 5 have not yet reached their completion date

Agenda Item 9

Bury Council

Classification:	Decision Type:
Open	N/a

Report to:	Audit Committee	**Date:** 22 July 2026
Subject:	Internal Audit Strategy Framework and Performance Measures & Targets for 2026/27	
Report of:	Section 151 Officer	

Summary

1. The Global Internal Audit Standards (GIAS), which became mandatory for the UK public sector from 1 April 2025, require Internal Audit to maintain a Quality Assurance and Improvement Programme (QAIP) and Strategy Framework.

   The Framework supports the assessment of Internal Audit's effectiveness, identifies opportunities for improvement and sets out arrangements for internal and external quality assessments.

2. Annual reviews have been completed and the QAIP & Strategy Framework, Internal Audit Strategy and revised Performance Measures & Targets for 2026/27 are presented for approval.

Recommendation(s)

Members of the Audit Committee to:

- Note this report.
- Approve the Internal Audit QAIP & Strategy Framework for 2026/27 (Appendix A).
- Approve the Internal Audit Strategy for 2026/27 (Appendix B).
- Approve the Performance Measures and Targets for 2026/27 (Appendix C).

Report Author and Contact Details:

Name: Judith Smith
Position: Senior Auditor, Internal Audit
Department: Corporate Core - Finance
E-mail: judith.smith@bury.gov.uk

1.0 Background

1.1 The Internal Audit Strategy and Performance Measures & Targets for 2025/26 were presented and approved at the 8 April 2025 Audit Committee Meeting following an external peer review against the Public Sector Internal Audit Standards (PSIAS) that had been undertaken in October 2024.

1.2 A review of the Strategy is required to be undertaken on an annual basis and presented for approval.

1.3 Performance Measures and Targets are reviewed annually to ensure they remain relevant, support the Council's objectives and provide meaningful performance information to stakeholders.

2.0 Strategy Framework Review and Update

2.1 The annual review identified no substantive changes to the Strategy Framework (Appendix A) or Internal Audit Strategy (Appendix B). Minor amendments have been made to:

- Update references from PSIAS to GIAS.
- Amend the title of Appendix A to better reflect its content.

3.0 Performance Measures & Targets Review and Update

3.1 Following feedback from Audit Committee members at the 14 April 2026 meeting on the year end results of the Performance Measures & Targets for 2025/26, a review has been undertaken.

3.2 The following performance measures have now been removed:

Measure	Reason
Finance & Resources	
Absence Management	Not a controllable element
Business Continuity Plan	Council requirement for all departments
Information Management	Target not stretching the section
Practice & Delivery	
Business & Risk Coverage	Resource levels and budget constraints limit direct control over this measure

3.3 The following performance measures have been amended or introduced:

Measure	Change	Reason
Customer & Stakeholder		
Stakeholder View	Wording within detail amended	To reflect evidence being retained to support stakeholder views
Improvement Actions	Wording within detail amended Target reduced from 95% to 75%	Reflects realistic performance expectations
Conformity	Target amended from 100% to Generally Achieved	To reflect assessment levels within the GIAS
Communication	New measure	Reflects enhanced stakeholder engagement
Practice & Delivery		
Reports Issued Promptly	Target reduced from 90% to 75%	Reflects achievable service delivery
Reports Within Time Allocation	New measure	Supports delivery of the audit plan

Links with the Corporate Priorities:

- Internal Audit undertakes assurance work to all Departmental Directors and Statutory Officers regarding the systems in place, making recommendations for improvements to control and protect the assets and resources of the Council. The control and mitigation of the loss of funds gives the assurance that public money is used in an appropriate manner to deliver the Corporate Priorities.

Equality Impact and Considerations:

Under section 149 of the Equality Act 2010, the ‘general duty’ on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to -

(a) eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under this Act.

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.

Internal Audit provides assurance to Committee Members and the public that the organisation is delivering services in line with agreed policies and procedures which have considered the requirements of the Equality Act 2010.

The work required to deliver the Internal Audit plan is identified through a regular risk assessment process. This is carried out using an established methodology that is designed to show that all potential audit areas are considered fairly.

Environmental Impact and Considerations:

- N/a – no decision required.

Assessment and Mitigation of Risk:

Risk / opportunity	**Mitigation**
Risks are highlighted in Audit Plans and in the terms of reference for each Audit review.	Internal Controls are reviewed in each audit to mitigate identified risks. Actions are reported to managers and progress is monitored and reported on a regular basis.

The work of Internal Audit forms a key element of the council's overall system of internal control. An effective internal audit service also helps to promote and implement best practice and process improvements in the management of risks.

Legal Implications:

Section 151 of the Local Government Act 1972 requires every local authority to make arrangements for the proper administration of their financial affairs and to secure that one of their officers has responsibility for the administration of those affairs.

The Accounts and Audit Regulations 2015 also require authorities to ensure that they have a sound system of internal control which:

a) facilitates the effective exercise of its functions and the achievement of its aims and objectives;
b) ensures that the financial and operational management of the authority is effective; and
c) includes effective arrangements for the management of risk.

A relevant authority must undertake an effective internal audit to evaluate the effectiveness of its risk management control and governance processes, taking into account public sector internal auditing standards or guidance.

In that regard, the GIAS (CIPFA / CIIA) require that the Chief Audit Executive develops and maintains a quality assurance and improvement programme and strategy that covers all aspects of the internal audit activity.

A quality assurance and improvement programme and strategy are designed to enable an evaluation of the internal audit activity's conformance with the Definition of Internal Auditing and the Standards and an evaluation of whether internal auditors apply the Code of Ethics. The programme also assesses the efficiency and effectiveness of the internal audit activity and identifies opportunities for improvement.

The quality assurance and improvement programme and strategy must include both internal and external assessments. Internal assessments must include ongoing monitoring of the performance of the internal audit activity; and periodic self-assessments or assessments by other persons within the organisation with sufficient knowledge of internal audit practices.

External assessments must be conducted at least once every five years by a qualified, independent assessor or assessment team from outside the organisation. The Chief Audit Executive must discuss with the board the form of external assessments and the qualifications and independence of the external assessor or assessment team, including any potential conflict of interest. External assessments can be in the form of a full external assessment, or a self-assessment with independent external validation.

The Chief Audit Executive must communicate the results of the quality assurance and improvement programme to senior management and the board.

The form, content and frequency of communicating the results of the quality assurance and improvement programme is established through discussions with senior management and the board and considers the responsibilities of the internal audit activity and Chief Audit Executive as contained in the Internal Audit Charter.

To demonstrate conformance with the Definition of Internal Auditing, the Code of Ethics and the Standards, the results of external and periodic internal assessments are communicated upon completion of such assessments and the results of ongoing monitoring are communicated at least annually. The results include the assessor's or assessment team's evaluation with respect to the degree of conformance.

Financial Implications:

- There are no financial implications arising from this report. The work of the Internal Audit Service however supports the governance framework.

Background papers:

- Appendix A – Internal Audit Quality Assurance & Improvement Programme and Strategy Framework – 2026/27
- Appendix B – Internal Audit Strategy – 2026/27
- Appendix C – Performance Measures & Targets 2026/27

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning
GIAS	Global Internal Audit Standards
QAIP	Quality Assurance & Improvement Programme
PSIAS	Public Sector Internal Audit Standards
DMT	Department Management Team

Internal Audit Quality Assurance & Improvement Programme and Strategy Framework

2026/27

APPENDIX A

Table of Contents

1. Introduction

Quality Assurance and Improvement Programme (QAIP)

1.1 Internal Audit's QAIP is designed to provide reasonable assurance to the various stakeholders of internal audit activity that internal audit:

- performs its work in accordance with its Charter, which is consistent with Global Internal Audit Standards (GIAS), and the GIAS definition of Internal Auditing and Code of Ethics
- operates in an effective and efficient manner
- is perceived by stakeholders as adding value and improving internal audit's operations.

1.2 Internal audit's QAIP covers all aspects of the internal audit activity in accordance with the GIAS, including:

- monitoring the internal audit activity to ensure it operates in an effective and efficient manner
- ensuring compliance with the GIAS definition of Internal Auditing and Code of Ethics
- helping the internal audit activity add value and improve organisational operations
- defining performance measures and targets
- undertaking both periodic and ongoing internal assessments
- commissioning an external assessment at least once every five years, the results of which are communicated to the Audit Committee and Chief Finance Officer in accordance with GIAS

1.3 The Head of Fraud, Audit, Insurance and Risk is ultimately responsible for the QAIP, which covers all types of internal audit activities, including consulting.

Strategy

1.4 The Global Internal Audit Standards require the Head of Fraud, Audit, Insurance and RIsk to develop and implement a Strategy for the internal audit function that supports the strategic objectives, the success of the council, and aligns with the expectations of the Audit Committee and other key stakeholders. The Standards indicate that:

- the strategy is a plan of action designed to achieve the internal audit function's long-term or overall objective/s
- it must include a vision (future state), objectives, and supporting initiatives for the internal audit function
- helps guide the internal audit function toward the fulfilment of the internal audit mandate / charter
- The Head of Fraud, Audit, Insurance and Risk must review the internal audit strategy with the Audit Committee periodically.

2. Internal Assessments

2.1 In accordance with the GIAS, internal assessments are undertaken through both ongoing and periodic reviews.

Ongoing Reviews

2.2 Continual assessments are conducted through:

- management supervision of all engagements
- structured, documented review of working papers and draft reports
- audit policies and procedures used for each engagement to ensure consistency, quality and compliance with appropriate planning, fieldwork and reporting standards
- feedback from audit clients obtained through Post Audit Questionnaires (PAQs) at the closure of each engagement
- review and approval of all final reports, agreed actions, and levels of assurance by the Senior Auditors and the Head of Fraud, Audit, Insurance and Risk
- regular team briefings attended by all members of the internal audit team for which minutes are retained.

Periodic Reviews

2.3 Periodic assessments are designed to assess conformance with Internal Audit's Charter, the GIAS, Definition of Internal Auditing, the Code of Ethics, and the efficiency and effectiveness of internal audit in meeting the needs of its various stakeholders. Periodic assessments are conducted through:

- monitoring of internal performance targets and regular progress reports to Audit Committee
- periodic audit survey to senior leaders
- annual risk assessments, in accordance with the internal audit development plan, for the purposes of annual audit planning
- annual review of the effectiveness of internal audit, undertaken by the Head of Fraud, Audit, Insurance and Risk
- annual review of compliance against the requirements of the Quality Assurance & Improvement Programme, the results of which are reported to Senior Management and the Audit Committee
- feedback from the Chief Finance Officer and the Chair of the Audit Committee to inform the annual appraisal of the Head of Fraud, Audit, Insurance and Risk in accordance with the GIAS
- periodic appraisal process to identify individual training and development needs
- annual review of performance and development of all internal audit staff in accordance with the council's PDR process.

2.4 Results of internal assessments will be reported to the Audit Committee at least annually. The Head of Fraud, Audit, Insurance and Risk will implement appropriate follow-up to any identified actions to ensure continual improvement of the service.

2.5 Any significant areas of non-compliance with the GIAS that are identified through internal assessment will be reported in the Head of Fraud, Audit, Insurance and Risk's Annual Report and used to inform the Annual Governance Statement (AGS).

3. External Assessments

3.1 External assessments will appraise and express an opinion about internal audit's conformance with the GIAS, Definition of Internal Auditing and Code of Ethics and include recommendations for improvement, as appropriate.

Frequency of External Assessment

3.2 An external assessment will be conducted at least every five years, in accordance with the GIAS. Appointment of the External Assessor and scope of the external assessment will be approved by the Audit Committee.

Scope of External Assessment

3.3 The external assessment will consist of broad scope of coverage that includes the following elements of Internal Audit activity:

- conformance with the Standards, Definition of Internal Auditing, the Audit Committee Terms of Reference, Internal Auditing; the Code of Ethics, and Internal Audit's Charter, plans, policies, procedures, practices, and any applicable legislative and regulatory requirements
- integration of the internal audit activity into the council's governance framework, including the audit relationship between and among the key groups involved in the process
- tools and techniques used by internal audit
- the mix of knowledge, experiences, and disciplines within the staff, including staff focus on process improvement delivered through this Quality Assurance and Improvement Programme
- a determination whether internal audit adds value and improves the council's operations.

3.4 Results of external assessments will be provided to the Chief Finance Officer and the Audit Committee. The external assessment report will be accompanied by a written action plan in response to significant comments and recommendations identified.

3.5 Any significant areas of non-compliance will be reported in the Annual Report of the Head of Fraud, Audit, Insurance and Risk and in the council's Annual Governance Statement (AGS).

4. Review of the QAIP

4.1 This document will be updated appropriately following any changes to the GIAS or internal audit's operating environment and will be reviewed at least on an annual basis.

5. Key Documents

- Internal Audit Strategy 2026/27 — Appendix B
- Internal Audit Performance Indicators 2026/27 — Appendix C

This page is intentionally left blank

Bury Council

Internal Audit Strategy

Appendix B

Context

Internal auditing is "*an independent, objective assurance and advisory service designed to add value and improve an organisation's operations. It helps an organisation accomplish its objective by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes*".[1]

In order for the council to comply with the best value duty to secure continuous improvement in the way the functions are exercised, it must take appropriate measures to gain assurance both of the performance of its services and of its corporate governance. Through a focus on effective assurance, it can mitigate the risks and costs of failure and their impacts on local residents and businesses. [2]

An internal audit strategy is essential for aligning internal audit activities with the professional practice of internal audit and organisational objectives. The Global Internal Audit Standards require the Head of Internal Audit to develop and implement an internal audit strategy and specifies what should be included. [1]

Our Vision

To be seen as a valued critical friend for the provision of assurance and advice throughout the council, whose opinion and insight is sought after and respected.

Our Goals

- Provide economical, efficient, and effective, independent, objective assurance and advisory service, conformant with the Global Standards [1]
- Add value by helping the council accomplish its corporate priorities, statutory responsibilities, and best value duty of continuous improvement

Our Values

- Professional values: Independence; Objectivity; Competency; and Confidentiality [1]
- Corporate values: People; Pride; Passion; and Personal responsibility

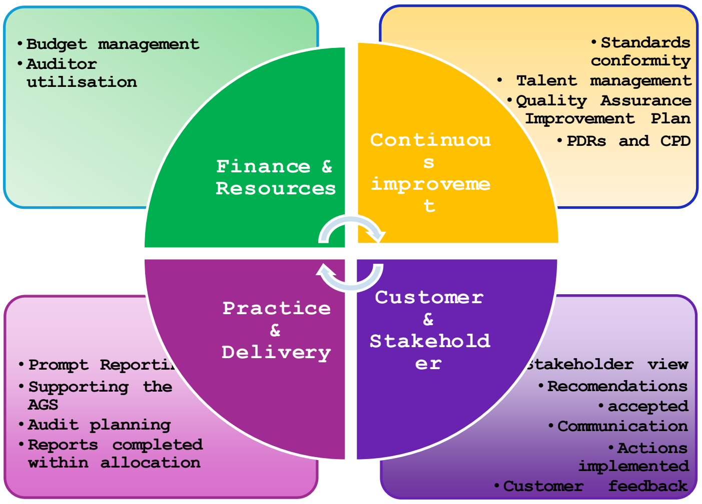
Our Strategies

- Investing in our people to develop our talent and capabilities
- Achieving economies of scale and service resilience, through income generation and partnership working
- Exploring and embracing technological developments to enhance our service
- Engaging with our stakeholders to understand their assurance needs and expectations, and adapting our practice to meet those needs

Our Strengths

- Conformance with our professional Standards[1] is embedded in our processes and practice
- Broad range of relevant skills and qualifications
- Over 100 years of collective internal audit experience
- Strong team spirit and commitment to public service and continuous improvement
- Sharing good practice and organisational learning
- Visible and influential at a regional level, chairing a variety of audit groups
- Stable external client base and income streams

Success Factors



Supporting Initiatives

- Complete a thorough gap analysis between existing practice and the new audit Standards[1], and implement the changes required
- Continue embedding assurance mapping across the council and integrating it with our practice
- Enhance resilience in client relationship management, realigning responsibilities within the team
- Review our talent to identify any single points of failure, consider the resilience needed, prioritise, and develop a plan aligned with PDR and recruitment processes
- Maintain capacity by filling any vacant posts promptly
- Develop our understanding and capabilities in the use of artificial intelligence
- Develop and utilise intelligence from the Counter Fraud and Insurance teams to inform our planning & reporting
- Promote the work of the team, and its strategic role and accomplishments in supporting continuous improvement within the council
- Refresh internal audit elements of the council's training material

---

[1] Institute of Internal Auditors, Global Internal Audit Standards

[2] LGA, Improvement and Assurance Framework for Local Government

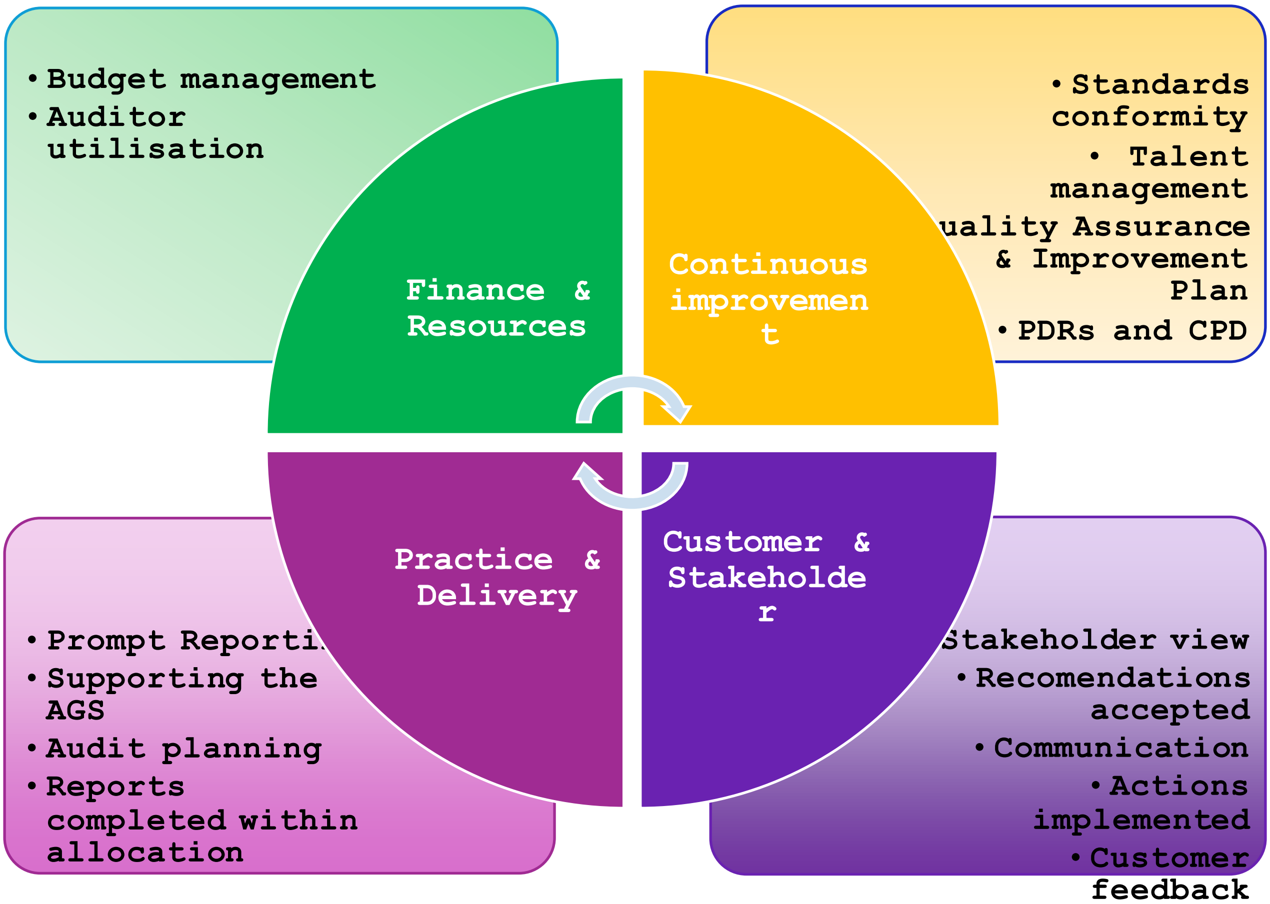
Internal Audit

Appendix C

Performance Measures and Targets

2026-2027

Balanced Scorecard



Finance & Resources

Aspect	Detail	Target
Budget management	The budget has been set at a level agreed to fully staff the service to deliver a volume of work to enable delivery of the audit plan.	Between "On Target" and less than 5% "underspend"
Auditor utilisation (audit days)	Pro rata based on 148.3 'chargeable' days delivering audit work per FTE employee	> 95%

Customer & Stakeholder

Aspect	Detail	Target
Customer Feedback	Post audit surveys are issued and the result analysed to provide an indication on quality	90% Positive
Communication	Internal Audit to attend quarterly Department Management Team (DMT) meetings Quarterly updates on audit progress, follow-ups and outstanding recommendations will be provided to all departments	100%
Stakeholder view	Questionnaire to be sent to Senior Management prior to audit planning meetings on an annual basis	Met
Recommendations accepted	Recommendations for action are accepted by management and developed collaboratively into agreed actions	95%
Improvement (actions implemented)	Agreed actions are implemented (or substantial progress being made toward implementation) as at second follow up, where agreed implementation date has passed	75%

Continuous Improvement

Aspect	Detail	Target
Quality Assurance & Improvement Plan	QAIP updated and reported to the Audit Committee on a 6 monthly basis	Met
Conformity (GIAS)	Assessment against the Standards undertaken	Generally achieved
PDRs / CPD	Annual PDRs of team members completed	Met
Talent management	Needs assessment completed and training plan developed	Met

Practice & Delivery

Aspect	Detail	Target
Supporting the Annual Governance Statement	Annual report & Head of Audit Conclusion provided in time to inform the AGS	Met
Audit planning	Draft plan prepared in time for March / April Audit Committee	Met

Reports issued promptly	Draft report prepared and provided to the client within 10 days of fieldwork completion	75%
Reports completed within time allocation	The 28 audits allocated within the 2026/27 audit plan, are achieved within time allocation	75%

This page is intentionally left blank

Bury Council

Classification:	Decision Type:
Open	N/a

Report to:	Audit Committee	**Date:** 22 July 2026
Subject:	Global Internal Audit Standards Self-Assessment and Development Plan (QAIP) 2026/27	
Report of:	Section 151 Officer	

Summary

1.1 As per the Internal audit Strategy Framework, Internal Audit are required to have an external review against the Global Internal Audit Standards (GIAS) every five years and to undertake a self-assessment on an annual basis and produce a Quality Assurance and Improvement Programme (QAIP) or Development Plan where opportunities for improvement have been identified.

1.2 An external assessment was last undertaken in November 2024 against the previous Public Sector Internal Audit Standards (PSIAS), and a report and development plan was presented to the Audit Committee at the April 2025 meeting. Our next external assessment we be required to be undertaken during the 2029/30 financial year.

1.3 The annual Self-Assessment has been undertaken using the IIA's toolkit against the new GIAS and Internal Audit Code of Practice. The results are contained within Appendices C & D.

1.4 Following on from completing the Self-Assessment, a new Internal Audit Development Plan has been produced (Appendix E) which will ensure, on implementation of the recommendations, compliance against the standards.

1.5 In addition, the IIA's published summaries on the Fundamentals of the GIAS (Appendix A) and the Internal Audit Code of Practice (Appendix B) have also been attached to provide some context and background to Audit Committee members.

Recommendation(s)

- Members to note this report.
- Members to seek clarification or challenge any parts of the Self-Assessment reports (Appendix C & D).
- Members to approve the Internal Audit Development Plan 2026/2027 (Appendix E).

Report Author and Contact Details:

Name: Judith Smith
Position: Senior Auditor
Department: Corporate Core - Finance
E-mail: judith.smith@bury.gov.uk

Links with the Corporate Priorities:

- Internal Audit undertakes assurance work to all Departmental Directors and Statutory Officers regarding the systems in place, making recommendations for improvements to control and protect the assets and resources of the Council. The control and mitigation of the loss of funds gives the assurance that public money is used in an appropriate manner to deliver the Corporate Priorities.

Equality Impact and Considerations:

Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to -

(a) eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under this Act.

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.

Internal Audit provide assurance to Committee Members and the public that the organisation is delivering services in line with agreed policies and procedures which have considered the requirements of the Equality Act 2010.

Environmental Impact and Considerations:

- N/a – no decision required.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Risks are highlighted in Audit Plans and in the terms of reference for each Audit review.	Internal Controls are reviewed in each audit to mitigate identified risks. Actions are reported to managers and progress is monitored and reported on a regular basis.

The work of internal audit forms a key element of the council's overall system of internal control. An effective internal audit service also helps to promote and implement best practice and process improvements in the management of risks. A key requirement in producing the Annual Governance Statement is to be able to place reliance on the opinion and annual report of the Head of Internal Audit. The Corporate Risk Register is reviewed to ensure that the internal audit plan reflects the issues raised. A key requirement for the Audit and Accounts Committee in order for the Committee to meet its Terms of Reference is to assess the adequacy of the internal audit service.

Legal Implications:

Section 151 of the Local Government Act 1972 requires every local authority to make arrangements for the proper administration of their financial affairs and to secure that one of their officers has responsibility for the administration of those affairs.

The Accounts and Audit Regulations 2015 also require authorities to ensure that they have a sound system of internal control which:

a) facilitates the effective exercise of its functions and the achievement of its aims and objectives;
b) ensures that the financial and operational management of the authority is effective; and
c) includes effective arrangements for the management of risk.

A relevant authority must undertake an effective internal audit to evaluate the effectiveness of its risk management control and governance processes, taking into account public sector internal auditing standards or guidance.

In that regard, the Global Internal Audit Standards require that the Chief Audit Executive develops and maintains a quality assurance and improvement programme that covers all aspects of the internal audit activity.

Financial Implications:

- There are no financial implications arising from this report. The work of the Internal Audit Service however supports the governance framework.

Background papers:

- Appendix A – Fundamentals of the GIAS
- Appendix B – Internal Audit Code of Practice
- Appendix C – GIAS Assessment Results
- Appendix D – Code of Practice Results
- Appendix E – Internal Audit Development Plan 2026/27

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning
QAIP	Quality Assurance and Improvement Programme
GIAS	Global Internal Audit Standards
PSIAS	Public Sector Internal Audit Standards
IIA	Institute of Internal Auditors

Fundamentals of the Global Internal Audit Standards

The Institute of Internal Auditors' Global Internal Audit Standards guide the worldwide professional practice of internal auditing and serve as a basis for evaluating and elevating the quality of the internal audit function. At the heart of the Standards are 15 guiding principles that enable effective internal auditing. Each principle is supported by standards that contain requirements, considerations for implementation, and examples of evidence of conformance. Together, these elements help internal auditors achieve the principles and fulfil the Purpose of Internal Auditing.

Applicability and Elements of the Standards

The Global Internal Audit Standards set forth principles, requirements, considerations, and examples for the professional practice of internal auditing globally. The Standards apply to any individual or function that provides internal audit services, whether an organization employs internal auditors directly, contracts them through an external service provider, or both. Organizations receiving internal audit services vary in sector and industry affiliation, purpose, size, complexity, and structure.

The Standards apply to the internal audit function and individual internal auditors including the chief audit executive. While the chief audit executive is accountable for the internal audit function's implementation of and conformance with all principles and standards, all internal auditors are responsible for conforming with the principles and standards relevant to performing their job responsibilities, which are presented primarily in Domain II: Ethics and Professionalism and Domain V: Performing Internal Audit Services.

The Standards are organised into five domains:

- Domain I: Purpose of Internal Auditing.
- Domain II: Ethics and Professionalism.
- Domain III: Governing the Internal Audit Function.
- Domain IV: Managing the Internal Audit Function.
- Domain V: Performing Internal Audit Services.

Domains II through V contain the following elements:

- Principles: broad descriptions of a related group of requirements and considerations.
- Standards, which include:
    - Requirements: mandatory practices for internal auditing.
    - Considerations for Implementation: common and preferred practices to consider when implementing the requirements.
    - Examples of Evidence of Conformance: ways to demonstrate that the requirements of the Standards have been implemented.

Together, these elements help internal auditors achieve the principles and fulfil the Purpose of Internal Auditing.

Demonstrating Conformance with the Standards

The requirements, considerations for implementation, and examples of evidence of conformance are designed to help internal auditors conform with the Standards. While conformance with the requirements is expected, internal auditors occasionally may be unable to conform with a requirement yet still achieve the intent of the standard.

The chief audit executive is responsible for documenting and conveying the rationale for the deviation and the adopted alternative actions to the appropriate parties.

Application in the Public Sector

While the Global Internal Audit Standards apply to all internal audit functions, internal auditors in the public sector work in a political environment under governance, organizational, and funding structures that may differ from those of the private sector. The nature of these structures and related conditions may be affected by the jurisdiction and level of government in which the internal audit function operates. Additionally, some terminology used in the public sector differs from that of the private sector. These differences may affect how internal audit functions in the public sector apply the Standards.

Internal Audit Code of Practice

We are excited to introduce the new Internal Audit Code of Practice, which sets out fundamental principles for running a strong and effective internal audit function. For the first time, we present a unified Code that encompasses the financial, private, and third sectors.

The Code reflects the final recommendations of the Independent Internal Audit Code of Practice Review Committee and has received full endorsement by the Chartered IIA's Council. We urge boards and internal audit professionals across the financial, private and third sectors to adopt and implement the Code's principles, embarking on their path to full compliance. Embracing these principles will maximise the value of internal audit and unlock the full potential of our profession.

The release of the new Code is particularly timely as our profession navigates an increasingly more uncertain, risky and rapidly changing world. It provides a unique opportunity to strengthen the role of internal audit in assisting boards and senior management with identifying, managing and mitigating risks effectively in a dynamic landscape. A stronger internal audit profession is also essential in restoring trust in the broader audit and corporate governance ecosystem.

The Code aligns with new Global Internal Audit Standards which constitutes the baseline for our profession. The Code serves as an industry benchmark to embed best practices and raise the bar of the internal audit profession across the UK and Ireland. We believe it is crucial to continually challenge internal audit functions to enhance their performance, given the significant role our nations play in the global economy and in championing world-leading corporate governance.

Effective from January 2025, the Code will be applicable to all internal audit functions in the financial services, private and third sectors, in alignment with the new Global Internal Audit Standards and the revised UK Corporate Governance Code. Although the Code remains principles-based and should be applied proportionately, we recognise that some internal audit functions may be at different stages of their compliance journey. Nonetheless, all functions are expected to engage with the Code's principles. External Quality Assessment (EQA) providers will benchmark against the Code and assess progress towards best practices.

The Code's recommendations were developed by a diverse and experienced committee of senior internal audit professionals and audit committee chairs, with input from several UK and Ireland regulators who participated as observers. The Code underwent extensive public consultation, and the feedback received was thoroughly considered by both the Independent Internal Audit Code of Practice Review Committee and the Chartered IIA's Council. While modifications were made based on feedback, it is noteworthy that all the proposed changes were strongly supported by the majority of consultation participants.

Both the Chartered IIA's Council and the Committee are confident that the final Code equips the UK and Ireland internal audit profession to meet current challenges, remain relevant, and evolve as strategic advisors to the organisations we serve. Now, more than ever, our profession needs to be bold and courageous. The new Code ensures that internal audit continues to play a crucial role in protecting the assets, reputation, and sustainability of our organisations.

We believe this Code will be instrumental in moving our profession forward and enhancing corporate governance in the UK and Ireland.

Sandro Boeri, President, Chartered IIA &

Sally Clark, Chair, The Independent Internal Audit Code

The Principles

The purpose of the Code

The principles which follow are aimed at enhancing the overall impact and effectiveness of internal audit within organisations operating in the UK and Ireland. They are regarded as a benchmark of good practice against which organisations should assess their internal audit function.

Who is it for?

The intended audience for the Code of Practice (the 'Code') includes members of board audit and risk committees, chief audit executives, non-executive directors, senior management, and, where appropriate, regulatory bodies.

The Code is intended to be applied by all organisations in the financial services, private and third sectors with an internal audit function and a board audit committee of independent non-executive directors or their equivalent. This Code may prove useful for internal audit in the public sector, but it is not drafted with the public sector specifically in mind. Public sector internal audit functions should continue to follow the Global Internal Audit Standards.

How should it be applied?

The Code should be applied in conjunction with the Global Internal Audit Standards. The Code builds on these Standards and seeks to increase the impact and effectiveness of internal audit.

The Code is principles-based. It is expected that the principles are applied proportionately, in line with the nature, scope and complexity of the organisation. Internal audit functions should apply the Code in the context of internal audit regulatory standards applicable to the organisation.

Summary:

Domain	Conformance Assessment	Performance Assessment
Domain I: Purpose of Internal Auditing	Generally achieved	Generally achieved
Domain II: Ethics and Professionalism	Generally achieved	Not required
Domain III: Governing the Internal Audit Function	Fully achieved	Fully achieved
Domain IV: Managing the Internal Audit Function	Generally achieved	Partially achieved
Domain V: Performing Internal Audit Services	Fully achieved	Not required

Name of the organisation:	Bury Council		
Name of the internal audit function:	Internal Audit		
Date of the internal audit evaluation:	May 2026	**Date of the previous internal audit evaluation:**	November 2024
Title of the designated Chief Audit Executive:	Head of FAIR	**Name of the designated Chief Audit Executive:**	
Name of the Board / Committee that is responsible for audit matters and to whom the Chief Audit Executive reports:	Audit Committee	**Reporting line of the Chief Audit Executive:**	Admin - Director of Finance Functionally - Chair of Audit Committee
List the roles which make up 'Senior Management' for the organisation	Internal Audit, Counter Fraud, Insurance and Risk		
Reviewer(s):	Judith Smith		
	Adrian Blackshaw		

Global Internal Audit Standards	Conformance Assessment	Performance Assessment	Notes, including reference to actions to address significant findings
Domain I: Purpose of Internal Auditing	Generally achieved	Generally achieved	This is an overall opinion based on relevant Domains/Principles/Standards assessments below and other assessment activities, such as stakeholder feedback.

Domain II: Ethics and Professionalism			Generally achieved	Not required	This is an overall opinion for Domain II based on the findings from the principles 1, 2, 3, 4 and 5 below
Principle 1: Demonstrates Integrity	**Assessment of Principle 1: Internal auditors demonstrate integrity in their work and behaviour.**		Generally achieved	Not required	This is an overall opinion for Principle 1, using the results from Standards 1.1, 1.2 and 1.3 below.
	Standard 1.1	Honesty and Professional Courage	Generally achieved	Not required	
	Standard 1.2	Organization’s Ethical Expectations	Generally achieved	Not required	
	Standard 1.3	Legal and Ethical Behaviour	Fully achieved	Not required	
Principle 2: Maintain Objectivity	**Assessment of Principle 2: Internal auditors maintain an impartial and unbiased attitude when performing internal audit services and making decisions.**		Fully achieved	Not required	This is an overall opinion for Principle 2, using the results from Standards 2.1, 2.2 and 2.3 below.
	Standard 2.1	Individual Objectivity	Fully achieved	Not required	
	Standard 2.2	Safeguarding Objectivity	Fully achieved	Not required	

	Standard 2.3	Disclosing Impairments to Objectivity	Fully achieved	Not required	
Principle 3: Demonstrate Competency	**Assessment of Principle 3: Internal auditors apply the knowledge, skills, and abilities to fulfil their roles and responsibilities successfully.**		Generally achieved	Not required	This is an overall opinion for Principle 3, using the results from Standards 3.1 and 3.2 below.
	Standard 3.1	Competency	Generally achieved	Not required	
	Standard 3.2	Continuing Professional Development	Generally achieved	Not required	
Principle 4: Exercise Due Professional Care	**Assessment of Principle 4: Internal auditors apply due professional care in planning and performing internal audit services.**		Generally achieved	Not required	This is an overall opinion for Principle 4, using the results from Standards 4.1, 4.2 and 4.3 below.
	Standard 4.1	Conformance with the Global Internal Audit Standards	Partially achieved	Not required	
	Standard 4.2	Due Professional Care	Fully achieved	Not required	
	Standard 4.3	Professional Scepticism	Generally achieved	Not required	
Principle 5: Maintain Confidentiality	**Assessment of Principle 5: Internal auditors use and protect information appropriately.**		Fully achieved	Not required	This is an overall opinion for Principle 5, using the results from Standards 5.1 and 5.2 below.
	Standard 5.1	Use of Information	Fully achieved	Not required	
	Standard 5.2	Protection of Information	Fully achieved	Not required	

Global Internal Audit Standards			Conformance Assessment	Performance Assessment	Notes, including reference to actions to address significant findings
Domain III: Governing the Internal Audit Function			Fully achieved	Fully achieved	This is an overall opinion for Domain II based on the findings from the principles 6, 7 and 8 below
Principle 6: Authorised by the Board	**Assessment of Principle 6: The board establishes, approves, and supports the mandate of the internal audit function.**		Fully achieved	Fully achieved	This is an overall opinion for Principle 6, using the results from Standards 6.1, 6.2 and 6.3 below.
	Standard 6.1	Internal Audit Mandate	Fully achieved	Fully achieved	
	Standard 6.2	Internal Audit Charter	Fully achieved	Fully achieved	
	Standard 6.3	Board and Senior Management Support	Fully achieved	Fully achieved	
Principle 7: Positioned Independently	**Assessment of Principle 7: The board establishes and protects the internal audit function's independence and qualifications.**		Generally achieved	Not required	This is an overall opinion for Principle 7, using the results from Standards 7.1 and 7.2 below.
	Standard 7.1	Organizational Independence	Fully achieved	Not required	
	Standard 7.2	Chief Audit Executive Qualifications	Generally achieved	Not required	

Principle 8: Overseen by the Board	**Assessment of Principle 8: The board oversees the internal audit function to ensure the function's effectiveness**		Fully achieved	Fully achieved	This is an overall opinion for Principle 8, using the results from Standards 8.1, 8.2, 8.3 and 8.4 below.
	Standard 8.1	Board Interaction	Fully achieved	Fully achieved	
	Standard 8.2	Resources	Fully achieved	Not required	
	Standards 8.3	Quality	Generally achieved	Generally achieved	
	Standard 8.4	External Quality Assessment	Fully achieved	Not required	

Global Internal Audit Standards			Conformance Assessment	Performance Assessment	Notes, including reference to actions to address significant findings
Domain IV: Managing the Internal Audit Function			Generally achieved	Partially achieved	This is an overall opinion for Domain IV based on the findings from Principles 9, 10, 11 and 12 below
Principle 9: Plan Strategically	**Assessment of Principle 9: The chief audit executive plans strategically to position the internal audit function to fulfil its mandate and achieve long-term success.**		Generally achieved	Partially achieved	This is an overall opinion for Principle 9, using the results from Standards 9.1, 9.2, 9.3 and 9.4 below.
	Standard 9.1	Understanding Governance, Risk Management and Control Processes	Generally achieved	Not required	
	Standard 9.2	Internal Audit Strategy	Generally achieved	Partially achieved	

	Standard 9.3	Methodologies	Partially achieved	Not required	
	Standard 9.4	Internal Audit Plan	Generally achieved	Not required	
	Standard 9.5	Coordination and Resilience	Generally achieved	Not required	
Principle 10: Manage Resources	**Assessment of Principle 10: The chief audit executive manages resources to implement the internal audit function's strategy and achieve its plan and mandate.**		Not applicable	Not required	This is an overall opinion for Principle 10, using the results from Standards 10.1, 10.2 and 10.3 below.
	Standard 10.1	Financial Resource Management	Not applicable	Not required	
	Standard 10.2	Human Resource Management	Not applicable	Not required	
	Standard 10.3	Technological Resources	Not applicable	Not required	
Principle 11: Communicate Effectively	**Assessment of Principle 11: The chief audit executive guides the internal audit function to communicate effectively with its stakeholders.**		Generally achieved	Not required	This is an overall opinion for Principle 11, using the results from Standards 11.1, 11.2, 11.3, 11.4 and 11.5 below.
	Standard 11.1	Building Relationships and Communicating with Stakeholders	Generally achieved	Not required	
	Standard 11.2	Effective Communication	Generally achieved	Not required	
	Standard 11.3	Communicating Results	Fully achieved	Not required	

	Standard 11.4	Error and Omissions	Fully achieved	Not required	
	Standard 11.5	Communicating the Acceptance of Risks	Fully achieved	Not required	
Principle 12: Enhance Quality	**Assessment of Principle 12: The chief audit executive is responsible for the internal audit function's conformance with the Global Internal Audit Standards and continuous performance improvement.**		Generally achieved	Generally achieved	This is an overall opinion for Principle 12, using the results from Standards 12.1, 12.2 and 12.3 below.
	Standard 12.1	Internal Quality Assessment	Fully achieved	Generally achieved	
	Standard 12.2	Performance Measurement	Generally achieved	Fully achieved	
	Standard 12.3	Oversee and Improve Engagement Performance	Fully achieved	Not required	

Global Internal Audit Standards		**Conformance Assessment**	**Performance Assessment**	**Notes, including reference to actions to address significant findings**
Domain V: Performing Internal Audit Services		Fully achieved	Not required	This is an overall opinion for Domain V based on the findings from the Principles 13, 14 and 15 below
Principle 13: Plan Engagements Effectively	**Assessment of Principle 13: Internal auditors plan each engagement using a systematic, disciplined approach.**	Fully achieved	Not required	This is an overall opinion for Principle 13, using the results from Standards 13.1, 13.2, 13.3, 13.4, 13.5 and 13.6 below.

	Standard 13.1	Engagement Communication	Fully achieved	Not required	
	Standard 13.2	Engagement Risk Assessment	Fully achieved	Not required	
	Standard 13.3	Engagement Objectives and Scope	Fully achieved	Not required	
	Standard 13.4	Evaluation Criteria	Fully achieved	Not required	
	Standard 13.5	Engagement Resources	Fully achieved	Not required	
	Standard 13.6	Work Program	Fully achieved	Not required	
Principle 14: Conduct Engagement Work	**Assessment of Principle 14: Internal auditors implement the engagement work program to achieve the engagement objectives.**		Generally achieved	Not required	This is an overall opinion for Principle 14, using the results from Standards 14.1, 14.2, 14.3, 14.4, 14.5 and 14.6 below.
	Standard 14.1	Gathering Information for Analyses and Evaluation	Fully achieved	Not required	
	Standard 14.2	Analyses and Potential Engagement Findings	Generally achieved	Not required	
	Standard 14.3	Evaluation of Findings	Fully achieved	Not required	
	Standard 14.4	Recommendations and Action Plans	Generally achieved	Not required	
	Standard 14.5	Engagement Conclusions	Generally achieved	Not required	
	Standard 14.6	Engagement Documentation	Fully achieved	Not required	

Principle 15: Communicate Engagement Results and Monitor Action Plans	**Assessment of Principle 15: Internal auditors communicate the engagement results to the appropriate parties and monitor management's progress toward the implementation of recommendations or action plans.**		Fully achieved	Not required	This is an overall opinion for Principle 15, using the results from Standards 15.1 and 15.2 below.
	Standard 15.1	Final Engagement Communication	Fully achieved	Not required	
	Standard 15.2	Confirming the Implementation of Recommendations or Action Plans	Fully achieved	Not required	

This page is intentionally left blank

Summary

Outcome	Total Assessment
Outcome A: Purpose and Mandate of Internal Audit	Generally achieved
Outcome B: Scope and priorities of internal audit.	Fully achieved
Outcome C: Reporting Results	Fully achieved
Outcome D: Interaction with risk management, compliance, finance and control functions.	Fully achieved
Outcome E: Independence and authority of internal audit.	Fully achieved
Outcome F: Resources	Not applicable
Outcome G: Quality Assurance and Improvement Programme (QAIP)	Fully achieved
Outcome H: Relationship with regulators and external audit.	Generally achieved
Outcome I: Wider Considerations	Fully achieved

Name of the organisation:	Bury Council		
Name of the internal audit function:	Internal Audit		
Date of the internal audit evaluation:	May 2026	**Date of the previous internal audit evaluation:**	November 2024
Title of the designated Chief Audit Executive:	Head of FAIR	**Name of the designated Chief Audit Executive:**	
Name of the Board / Committee that is responsible for audit matters and to whom the Chief Audit Executive reports:	Audit Committee	**Reporting line of the Chief Audit Executive:**	Admin - Director of Finance Functionally - Chair of Audit Committee
List the roles which make up 'Senior Management' for the organisation	Internal Audit, Counter Fraud, Insurance and Risk		
Reviewer(s):	Judith Smith & Adrain Blackshaw		

Internal Audit Code of Practice					
Outcome	Principle	Topic	Assessment #1	Assessment #2	Total Assessment
Outcome A: Purpose and Mandate of Internal Audit	**Assessment of Outcome A:**				Generally achieved
	Principle 1:	**Primary purpose of internal audit**	Partially achieved	N/A	Partially achieved
	Principle 2:	**Tone at the top**	Fully achieved	N/A	Fully achieved
	Principle 3:	**Reporting on application of the Code**	Fully achieved	N/A	Fully achieved
	Principle 4:	**Annual report and accounts**	Fully achieved	N/A	Fully achieved
Outcome	Principle	Topic	Assessment #1	Assessment #2	Total Assessment
Outcome B: Scope and priorities of internal audit.	**Assessment of Outcome B:**				Fully achieved
	Principle 5:	**Internal audit's scope should be unrestricted**	Fully achieved	N/A	Fully achieved
	Principle 6:	**Risk assessment and prioritisation of internal audit work**	Fully achieved	N/A	Fully achieved
	Principle 7:	**Internal audit coverage and planning**	Fully achieved	Fully achieved	Fully achieved
	Principle 8:	**Scope of internal audit**	Fully achieved	Partially achieved	Generally achieved
Outcome	Principle	Topic	Assessment #1	Assessment #2	Total Assessment
Outcome C: Reporting Results	**Assessment of Outcome C:**				Fully achieved

	Principle 9:	**Internal audit reporting**	Fully achieved	N/A	Fully achieved
	Principle 10:	**Internal audit reporting content**	Fully achieved	N/A	Fully achieved
	Principle 11:	**Internal audit overall opinion of governance, risk management and control framework**	Fully achieved	N/A	Fully achieved
Outcome	Principle	Topic	Assessment #1	Assessment #2	Total Assessment
Outcome D: Interaction with risk management, compliance, finance and control functions.				**Assessment of Outcome D:**	Fully achieved
	Principle 12:	**CAE other responsibilities**	Not applicable	N/A	Not applicable
	Principle 13:	**Reliance on other assurance providers**	Fully achieved	N/A	Fully achieved
	Principle 14:	**Coordination with other assurance providers**	Fully achieved	N/A	Fully achieved
Outcome	Principle	Topic	Assessment #1	Assessment #2	Total Assessment
Outcome E: Independence and authority of internal audit.				**Assessment of Outcome E:**	Fully achieved
	Principle 15:	**Position of CAE in the organisation structure**	Not applicable	N/A	Not applicable
	Principle 16:	**Right to attend and observe executive meetings**	Fully achieved	N/A	Fully achieved
	Principle 17:	**Unrestricted and time access to information, personnel and physical locations**	Fully achieved	N/A	Fully achieved

	Principle 18:	**CAE reports to Chair of the audit committee**	Not applicable	N/A	Not applicable
	Principle 19:	**Chair of audit committee appoints and removes CAE**	Not applicable	N/A	Not applicable
	Principle 20:	**Code applies to outsource provision**	Not applicable	N/A	Not applicable
	Principle 21:	**Chair of audit committee sets the CAE's objectives and performing annual appraisal**	Not applicable	N/A	Not applicable
	Principle 22:	**Chair of audit committee recommends CAE remuneration to remuneration committee**	Not applicable	N/A	Not applicable
	Principle 23:	**Divisional heads of internal audit reporting lines**	Not applicable	N/A	Not applicable
	Principle 24:	**CAE administrative reporting line**	Not applicable	N/A	Not applicable
Outcome	Principle	Topic	Assessment #1	Assessment #2	Total Assessment
Outcome F: Resources				**Assessment of Outcome F:**	Not applicable
	Principle 25:	**CAE responsibility for IAF skills, experience and knowledge**	Not applicable	N/A	Not applicable

	Principle 26:	**CAE reporting of adequacy of IAF skills and budget to Audit Committee**	Not applicable	N/A	Not applicable
	Principle 27:	**IAF diversity of skills and experience mix**	Not applicable	N/A	Not applicable
	Principle 28:	**CAE responsibility for tools and technology**	Not applicable	N/A	Not applicable
	Principle 29:	**Audit committee approval of internal audit budget**	Not applicable	N/A	Not applicable
Outcome	Principle	Topic	Assessment #1	Assessment #2	Total Assessment
Outcome G: Quality Assurance and Improvement Programme (QAIP)				**Assessment of Outcome G:**	Fully achieved
	Principle 30:	**Audit committee approval and evaluation of internal audit's performance objectives**	Fully achieved	N/A	Fully achieved
	Principle 31:	**Internal audit policies, procedures, methodology and performance and effectiveness measures**	Partially achieved	Fully achieved	Generally achieved
	Principle 32:	**Internal audit QAIP, inc self-assessment against the Code and Global Standards**	Fully achieved	N/A	Fully achieved
	Principle 33:	**QAIP for outsourced and co-sourced internal audit work**	Not applicable	N/A	Not applicable

	Principle 34:	**External Quality Assessment**	Fully achieved	N/A	Fully achieved
Outcome	Principle	Topic	Assessment #1	Assessment #2	Total Assessment
Outcome H: Relationship with regulators and external audit.		**Assessment of Outcome H:**			Generally achieved
	Principle 35:	**Relationship with regulators**	Fully achieved	N/A	Fully achieved
	Principle 36:	**Relationship with external audit**	Generally achieved	N/A	Generally achieved
Outcome	Principle	Topic	Assessment #1	Assessment #2	Total Assessment
Outcome I: Wider Considerations		**Assessment of Outcome I:**			Fully achieved
	Principle 37:	**Chartered IIA commission independent review of the Code every 5 years**	Fully achieved	N/A	Fully achieved

Bury Internal Audit
Development Plan 2026/27

The following table identifies development actions for the internal audit service following the GIAS Self-Assessment.

Source	Ref.	Detail	Action
GIAS Domain II & IV Code Principle No. 31	1	**Action Title:** Demonstrate Integrity / Competency / Exercise Due Professional Care **Development Action:** Training Plan and strategy needs to be devised for Internal Audit for 2026/27 and then on an annual basis going forward	**Updates:** **Timescale:** End of December 2026 **Responsible**: Senior Auditors / Director of Finance
GIAS Domain II & IV Code Principle No. 25	2	**Action Title:** Demonstrate Integrity / Competency / Plan Strategically **Development Action:** New Competency Framework template to be completed by all members of the Internal Audit Team and results assessed to identify any gaps which will then be included within the training plan	**Updates:** **Timescale:** End of December 2026 **Responsible**: Senior Auditors
GIAS Domain II Code Principle No. 31	3	**Action Title:** Demonstrate Integrity **Development Action:** To review the Post Audit Questionnaire questions and the way the questionnaire is issued to the auditee for the financial year 2026/27 audit plan onwards	**Updates:** **Timescale:** End of July 2026 **Responsible**: Senior Auditors

Source	Ref.	Detail	Action
GIAS Domain II Code Principle No. 3	4	**Action Title:** Demonstrate Integrity **Development Action:** To amend the Internal Audit worksheet for the finance year 2026/27 onwards to include an ethics section to be completed by the Lead Auditor when reviewing. This is to include rational of auditor selection etc	**Updates:** **Timescale:** End of July 2026 **Responsible**: Senior Auditors
GIAS Domain II, III & IV Code Principle No. 3 & 30	5	**Action Title:** Demonstrate Competency / Oversight & Governance / Enhance Quality **Development Action:** Following completion of the self-assessment a new Quality Assurance & Improvement Plan (QAIP) is to be created and passed to the Director of Finance for comment and presented to the Audit Committee.	**Updates:** Self-assessment has been undertaken and a new QAIP has been formulated Self-assessment and QAIP to be submitted to the Director of Finance and ELT prior to being presented to the Audit Committee at the 22 July 2026 meeting for review and approval **Timescale:** End of June 2026 – Completed **Responsible**: Senior Auditors
GIAS Domain II & IV Code Principle No. 13 & 14	6	**Action Title:** Demonstrate Competency / Plan Strategically **Development Action:** An Assurance Map for the Council to be developed and documented to identify all of the various sources of assurance utilising the 3 lines of defence model	**Updates:** **Timescale:** End of March 2027 **Responsible**: Senior Auditors

Source	Ref.	Detail	Action
GIAS Domain II & IV Code Principle No. 31	7	**Action Title:** Exercise Due Professional Care / Plan Strategically **Development Action:** To review the Audit Manual and update to ensure it reflects current processes and procedures and is compliance with the new GIAS standards	**Updates:** **Timescale:** End of December 2026 **Responsible**: Senior Auditors
GIAS Domain III	8	**Action Title:** Internal Audit Charter **Development Action:** The Internal Audit charter to be uploaded onto the Internal Audit intranet page	**Updates:** **Timescale:** End of August 2026 **Responsible**: Senior Auditors
GIAS Domain III Code Principle No. 21	9	**Action Title:** Positioned Independently **Development Action:** • The Director of Finance should formally seek feedback from the Chief Executive and the Chair of the Audit Committee to support the annual appraisal of the Head of FAIR after appointment • Director of Finance and Chair of the Audit Committee to discuss succession planning in relation to the Head of FAIR position	**Updates:** **Timescale:** End of October 2026 **Responsible**: Director of Finance & Chair of the Audit Committee

Source	Ref.	Detail	Action
GIAS Domain IV Code Principle No. 34	10	**Action Title:** Plan Strategically **Development Action:** Review of strategy to be undertaken and presented to the Audit Committee	**Updates:** The Internal Audit Strategy Framework and Strategy for 2026/27 has been reviewed and is to be submitted to ELT prior to being presented to the Audit Committee at the 22 July 2026 meeting for approval **Timescale:** End of June 2026 – Completed **Responsible**: Senior Auditors
GIAS Domain IV Code Principle No. 2	11	**Action Title:** Plan Strategically **Development Action:** To research and develop a risk management appetite statement for approval by the Audit Committee	**Updates:** **Timescale:** End of July 2027 **Responsible**: Risk Manager
GIAS Domain IV Code Principle No. 6, 7 & 8	12	**Action Title:** Plan Strategically **Development Action:** To create an audit universe to aid future audit planning	**Updates:** **Timescale:** End of March 2027 **Responsible**: Senior Auditors

Source	Ref.	Detail	Action
GIAS Domain IV Code Principle No. 7 & 8	13	**Action Title:** Plan Strategically **Development Action:** The following areas to be considered when formulating the 27/28 audit plan: • Purpose, strategy and business model • The setting of, and adherence to, the risks the entity is willing to accept (risk appetite). • Capital and liquidity risks • Environmental sustainability, climate change risks and social issues. • Risk management, compliance, finance and control functions	**Updates:** **Timescale:** End of March 2027 **Responsible**: Senior Auditors
GIAS Domain IV & V	14	**Action Title:** Engagement Work and Conclusion **Development Action:** A communication to be sent out to Auditors identifying: • That audit methodologies need to be documented by the auditor on the worksheet with Lead Auditors ensuring compliance on review • To ensure that working papers identify the population size used within sampling, the sampling size and the method of selection • When testing identified within the worksheet does not agree to actual testing undertaken, to ensure that this is recorded within the finding on the worksheet	**Updates:** **Timescale:** End of July 2026 **Responsible**: Senior Auditors

Source	Ref.	Detail	Action
GIAS Domain IV	15	**Action Title:** Communication **Development Action:** To improve communication by quarterly attendance at DMTs and quarterly updates via email to Senior Managers on the progress of the work undertaken by Internal Audit	**Updates:** Quarterly updates via email to Senior Managers have been being sent since the end of quarter 3 2025/26. Quarterly attendance at DMTs have commenced during quarter 1 of the 2026/27 financial year. **Timescale:** End of April 2026 – Completed **Responsible**: Senior Auditors
GIAS Domain IV	16	**Action Title:** Communication **Development Action:** To formulate Internal Audit training session in conjunction with the council's management development programme for Bury Council employees to attend Two sessions to be developed: • Introduction to internal audit and • How to prepare for an internal audit	**Updates:** **Timescale:** End of December 2026 **Responsible**: Senior Auditors
GIAS Domain IV Code Principle No. 35	17	**Action Title:** Communication **Development Action:** To develop the relationship with the external auditors including regular communication	**Updates:** **Timescale:** End of December 2026 **Responsible**: Director of Finance & Senior Auditors

Source	Ref.	Detail	Action
GIAS Domain IV Code Principle No. 9 & 10	18	**Action Title:** Communication **Development Action:** To formulate and undertake a presentation on effective communication skills, methodologies and characteristics to Internal Audit staff	**Updates:** **Timescale:** End of March 2027 **Responsible**: Senior Auditors
GIAS Domain IV Code Principle No. 31	19	**Action Title:** Enhance Quality / Performance Measures **Development Action:** Performance Indicator's to be reviewed and amended to make them more relevant	**Updates:** Performance measures for 2026/27 have been reviewed and are to be submitted to ELT prior to being presented to the Audit Committee at the 22 July 2026 meeting for approval **Timescale:** End of June 2026 – Completed **Responsible**: Senior Auditors
GIAS Domain V Code Principle No. 9 & 10	20	**Action Title:** Engagement Work and Conclusion **Development Action:** A formal statement establishing the methodology regarding disagreements on recommendations to be included within audit reports	**Updates:** **Timescale:** End of July 2026 **Responsible**: Senior Auditors

Source	Ref.	Detail	Action
GIAS Domain V Code Principle No. 9 & 10	21	**Action Title:** Engagement Work and Conclusion **Development Action:** To amend wording from opinion to conclusion within the report template	**Updates:** Wording has been amended within the report template for 2026/27 from opinion to conclusion **Timescale:** End of June 2026 – Completed **Responsible**: Senior Auditors

Bury Council

Classification:	Decision Type:
Open	N/a

Report to:	Audit Committee	**Date:** 22 July 2026
Subject:	Internal Audit Progress Report	
Report of:	Section 151 Officer	

Summary

1. This report outlines the work undertaken by Internal Audit from 1 April to 30 June 2026 which includes the progress to date to complete the 2025/26 audit plan and commence the 2026/27 audit plan. The report enables Members to monitor the work of the Internal Audit service, raise any issues for further consideration and provide an opportunity to request further information or to suggest areas for additional or follow up work.

The conclusions drawn from the report are:

- Work on the 2025/26 plan is progressing. Out of the 20 audits carried forward into 2026/27, 12 have now been finalised, 3 reports at draft stage and testing has been completed for 4 audits.
- Work on the 2026/27 plan has commenced with 6 audits currently progressing.
- 12 final audit reports have been issued during the quarter 4 period.
- 5 first follow up exercises and 5 second follow up exercises have been completed between the period 1 April to 30 June 2026.

Recommendation(s)

- Members note this report and the work undertaken by Internal Audit.

Report Author and Contact Details:

Name: Judith Smith / Adrian Blackshaw
Position: Senior Auditors
Department: Corporate Core - Finance
E-mail: judith.smith@bury.gov.uk / a.g.blackshaw@bury.gov.uk

1.0 Background

1.1 Management is responsible for establishing and maintaining appropriate risk management processes, control systems, accounting records and governance arrangements i.e., the control environment. Internal Audit plays a vital role in reviewing whether these arrangements are in place and operating properly and providing advice to managers. On behalf of the Council, Internal Audit review, appraise and report on the efficiency, effectiveness and economy of these arrangements and provide assurance to the organisation (Chief Executive, Executive Directors, and the Audit Committee) and ultimately the taxpayers, that the Council maintains an effective control environment that enables it to significantly manage its business risks. The service helps the Council achieve its objectives and provides assurance that effective and efficient operations are maintained.

1.2 The assurance work culminates in an annual opinion given by the Head of Fraud, Audit Insurance and Risk on the adequacy of the Council's control environment, based on the work undertaken, and this opinion feeds into the Annual Governance Statement.

1.3 The Internal Audit Plan for 2026/27 provides for 712 days to be delivered across all Council departments and Persona. The Audit plan covers a range of themes and was approved by Audit Committee at the meeting on 14 April 2026.

1.4 Work is progressing on completing the 2025/26 audit plan. As at 30 June 2026, out of 20 audits carried forward into 2026/27, 12 have now been finalised, 3 audits have had the draft reports issued to the client, testing has now been completed for 4 audits and reports are being prepared, 1 audit is still in progress. Work has commenced on the 2026/27 audit plan with 6 audits currently in progress. Regular progress reports are produced, informing Members of audit activities, and this is the first report of the 2026/27 financial year covering the period from 1 April to 30 June 2026 which includes 13 completed weeks.

2.0 UPDATE

2.1 Annual Audit Plan

2.1.1 The 2026/27 audit plan is shown at Appendix A and has been updated to show the position at the 30 June 2026.

2.1.2 The 2026/27 audit plan provides 36 audit days to be allocated to reviews to be undertaken for Persona. A plan has now been agreed, and the audits are identified in Appendix A.

2.2 Audit Plan Progress

This report summarises the outcome of reviews undertaken, including work reported to Audit Committee in this period, work currently ongoing and draft reports which have been issued to Audit clients.

Audits completed and Reports Issued

2.2.1 During the period from 1 April to 30 June 2026, 12 audits have been finalised and issued since Audit Committee last met in April 2026.

- Catering Service provided to Secondary Schools

- Creditors – Deep Dive
- Revenues Recovery & Enforcement
- The Green Café
- Grundy Day Care Centre
- St Andrews C of E Primary – Radcliffe
- Complaints Procedures
- Direct Payments
- Grants Register
- Sensio System
- Main Accounting Key Controls 2025/26
- Trusts Managed by the Council

All reports have been circulated to Audit Committee Members, the Leader of the Council and Cabinet Members.

2.2.2 Any level of assurance given to each audit is a balanced judgement based upon the established system of controls, the subject's approach to risk management and the nature of any recommendations and actions agreed. A review of the explanation of opinion ratings has been undertaken for introduction for audits in the 2026/27 audit plan. This has seen the removal of the rigid criteria previously used to dictate the overall opinion on reports and will allow, moving forward, for the auditor to use their professional judgement when assessing the overall opinion. See Appendix B for explanations of the various levels of assurance.

Recommendations are classified over the categories of Fundamental, Significant and Merits Attention. See Appendix B for explanations of the various levels of priority.

2.2.3 The agreed actions to address the recommendations from the audit are designed to improve the control environment and / or improve "value for money" within the client's area of responsibility and we can report that the actions made in this period have been agreed by management.

Our audit reports include an action plan that records the detail of our findings, the agreed action that management intend to take in response to these findings and the timescale to undertake such action. This provides a record that progress can be measured against when we undertake our follow up audits.

2.3 Follow ups.

All audit reports are subjected to a follow up review. For those reports issued with limited assurance, a follow up review is undertaken three months after the report has been finalised, and for all other reports, a follow up is undertaken after six months. All recommendations are subjected to a detailed follow up which includes audit testing.

A second follow up is undertaken six weeks after the first follow up, to pick up on any recommendations that have not been implemented or only had partial implementation. Updates are provided to Audit Committee.

A recommendation tracker is in place and all recommendations that are still either outstanding or partially implemented after the second follow up are reported to the Governance & Assurance Board, which is headed by the Council Monitoring Officer.

There are no plans for a third follow-up process. Any reviews with recommendations which have not been implemented / only partially implemented are then passed to the Governance & Assurance Board to progress. Additionally, recommendations with outstanding actions are currently being monitored on an ad hoc basis by the Members Assurance Group.

In addition, after the second follow up audit has been completed, the Chair of the Audit Committee has the discretion to request the relevant Director to attend the Audit Committee meeting.

5 first follow ups reviews and 5 second follow up reviews have been completed in the period 1 April to 30 June 2026.

All reports have been circulated to Audit Committee Members, the Leader of the Council and all Cabinet Members.

The Governance & Assurance Board has met 3 times to discuss outstanding recommendations since the last progress report. The June 2026 meeting received updates of 36 recommendations, 16 fundamental, 15 significant and 5 merits attention, which are still either partially implemented or not implemented. Whilst the total number of recommendations has increased by 20 since the last progress report, 4 of these recommendations have not yet reached their originally agreed implementation date.

2.4 Other work

This section details other work completed by the audit team.

Assurance work – Ongoing reviews

2.4.1 There are 5 audits still in progress from the 2025/26 plan. Audits which are currently taking place are:

- Income and Banking Key Controls 2025/26
- Housing Rent Collection & Control
- Housing Day to Day Repairs
- Quality Assurance on Care Market Providers
- Employee Leavers Process

2.4.2 There are 5 audits in progress from the 2026/27 plan. Audits which are currently taking place are:

- Delivery of Savings identified by Departments

- Bury Markets
- Taxi Licensing – Safeguarding
- St Marys C of E Primary School, Hawkshaw
- Emmanuel Holcombe C of E Primary School

Assurance work – Draft reports

2.4.3 The following reviews from the 2025/26 audit plan have been completed, and draft reports have been issued to the client:

- GDPR Officer Compliance
- St Peters C of E Primary School
- Waste Management

Assurance work – Allocated

2.4.4 One audit from the 2026/27 plan has been allocated and is progressing.

- Sexual Health Contract

Grants

2.4.5 The Arts Council Grant verification exercise has been completed, signed off and submitted to the Arts Council. No other grant certifications have been undertaken.

Supporting Transformation and Change

2.4.6 The Internal Audit Plan 2026/27 includes a provision of 54 days to be made available to support services throughout the year by providing consultancy advice or independent assurance as / when our input is appropriate.

Advice given and work undertaken in the period 1 April to 30 June 2026:

- Work is undertaken with Registrars on a quarterly basis to securely destroy any spoilt certificates
- Anti-money laundering checks
- Attendance to the Procurement Continuous Improvement Group (PCIG)
- Attendance to the Finance Transformation Board
- Crisis and resilience fund – changes to legislation affecting the Revenue and Benefits section
- Attendance to meetings with Lloyds Bank and Procurement in relation to Purchase Cards
- Liability Orders
- Persona – audit of amenity funds

- Hollins Grundy Primary School – Out of School Club

2.5 Investigations / Fraud / Whistleblowing

The team continues to be available to support the business with internal investigations providing technical skills and advice when called upon and managing the whistleblowing hotline / online referrals.

Details of investigations are reported separately to Audit Committee in part B of the meeting.

2.6 School Audits

The 2026/27 audit plan includes 40 days to undertake individual school reviews. The audit team have consulted with colleagues from Children's Services and have developed a school audit plan to be delivered.

In addition, arrangements remain in place that Internal Audit will undertake School Audits on requests received, during the year, from the Executive Director of Children's Services and / or Director of Finance, where it is thought an audit review would be beneficial to the School and the Council.

An Education and Skills Leadership team has also been established within the Council and Internal Audit are represented on this group, providing advice to the group on specific issues which may arise at schools.

2.7 Collaboration

We have ongoing representation on sub-groups of the Northwest Heads of Internal Audit Group. The groups have been established to share good practice across the region.

- IT Audit Group
- Schools Audit Group
- Fraud Group
- Chief Audit Executive Group

2.8 Performance Measures and Targets

Following feedback from the presentation at the last Audit Committee meeting, of the performance measures and targets for 2025/26, a review has been undertaken. Following this review, a number of performance indicators have been removed because they were either considered inappropriate or did not clearly demonstrate to Audit Committee members what was being measured.

Please find at Appendix C revised performance measures & targets and the results up to the end of quarter 1 (1 April 2026 to 30 June 2026).

Links with the Corporate Priorities:

- Internal Audit undertakes assurance work to all Departmental Directors and Statutory Officers regarding the systems in place, making recommendations for improvements to control and protect the assets and resources of the Council. The control and mitigation of the loss of funds gives the assurance that public money is used in an appropriate manner to deliver the Corporate Priorities.

Equality Impact and Considerations:

Under section 149 of the Equality Act 2010, the ‘general duty’ on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to -

(a) eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under this Act.

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations and demonstrate that we are paying ‘due regard’ in our decision making in the design of policies and in the delivery of services.

Internal Audit provide assurance to Committee Members and the public that the organisation is delivering services in line with agreed policies and procedures which have considered the requirements of the Equality Act 2010.

Environmental Impact and Considerations:

- N/a – no decision required.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation

Risks are highlighted in Audit Plans and in the terms of reference for each Audit review.	Internal Controls are reviewed in each audit to mitigate identified risks. Actions are reported to managers and progress is monitored and reported on a regular basis.

Legal Implications:

- The Council must have a sound system of internal control which facilitates the effective exercise of its functions, including risk management. This is both a legal requirement and a requirement of the Financial Regulations set out in the Council's Constitution. This report provides information on the work of the Council's Internal Audit Service, in ensuring compliance.

Financial Implications:

- There are no financial implications arising from this report. The work of the Internal Audit Service however supports the governance framework.

Background papers:

- Internal Audit Plan 2026/27 (Appendix A)
- Explanation of Opinion ratings (Appendix B)
- Performance Measures and Targets 2026/27 (Appendix C)
- Internal Audit and Follow Up Reports issued throughout the course of the year

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning
GDPR	General Data Protection Regulation
PCIG	Procurement Continuous Improvement Group

Appendix A Internal Audit Plan 2026/27

Updated to show position as at end of June 2026

DIRECTORATE – CHILDRENS & YOUNG PEOPLE				
Topic	Potential Control / Governance Issue	Proposed Audit Coverage	Indicative Days	Comments
Schools	Appropriate processes and control are not maintained over school finances	Provision for undertaking reviews at schools.	40	Proposed to undertake audits at the following schools: • St Marys C of E Primary School, Hawkshaw • Emmanuel Holcombe C of E Primary School • Manchester Mesivta High School Audit visits have now been arranged with St Marys C of E Primary and Emmanuel Holcombe C of E Primary.
Securing appropriate mainstream provision	Ineffective processes for part time timetables	Review the policies and procedures around the use of part timetables within Bury schools to ensure that they are being used appropriately	12	Area has never been reviewed
Leaving Care Grants	Non-compliance with finance policy and procedures	Review of the finance policy and the procedures for leaving care grants and the setting up home grants	12	Area has never been reviewed
Special Guardianship Orders	Financial assessment and support plans are not appropriate	Review of the financial assessment process and support plans in relation to Special Guardianship Orders	12	Area has never been reviewed

DIRECTORATE – CORPORATE CORE FINANCE				
Topic	Potential Control / Governance Issue	Proposed Audit Coverage	Indicative Days	Comments
Creditors - Deep Dive (Tender Process)	Non-compliance with contract procedures rules within departments	Review a sample of purchases over £50k crosscutting all departments to ensure compliance with contract procedure rules and all internal sign off / authorisation process i.e. Operational Decision forms and Finance Board approval and are reported through to Cabinet	17	
Rent Arrears	Failure to collect rent arrears in a timely manner	Rent arrears are actively monitored and appropriate recovery action is taken	12	
Recharges - Deep Dive	Insufficient supporting documentation to support recharges	Review the process on central re-charges and ad-hoc to ensure that appropriate supporting documentation is being retained. Ensure that re-charges are accurate and agree to agreements / documentation	12	Area has never been reviewed
Delivery of Savings Identified by Departments	Failure to achieve savings	Examine saving proposals by departments to ensure they are based on clear evidence and are achievable	12	Audit has commenced.

DIRECTORATE – CORPORATE CORE				
Topic	Potential Control / Governance Issue	Proposed Audit Coverage	Indicative Days	Comments
Food Safety Inspections	Food establishments are not being inspected in a timely manner and to an adequate standard	Review the process for inspection regime for food establishments across the borough	12	
Taxi Licensing - Safeguarding	Failure to implement the recommendations of the Casey report	Review taxi and private hire licensing safeguarding procedures	12	Audit has commenced.
Health & Safety	Health & Safety risks are not being addressed	Whole service review including schools and academies	17	
CCTV – Compliance with the Code of Practice	Failure to adhere to the agreement and follow the CCTV Code of Practice	Annual review required as per CCTV agreement	6	Audit reduced from 7 days allocated in 2025/26
Customer Contact Centre – Debt Recovery Process	The Council's recovery procedures are not being adhered to	To ensure that the councils recovery standards are being followed by the Customer Contact Centre staff	12	Area has never been reviewed
External Payroll	Financial risks of providing service to external clients	Review that the external payroll service that is being provided by the council's payroll team to ensure that the risks to the council are minimised	12	Area has never been reviewed Audit has been allocated.
Burial Service	Potential inefficient and outdates practices	Full review of the service to include policies and procedures	12	Area has transferred from Operations to Legal and Democratic Services

DIRECTORATE – HEALTH & ADULT CARE				
Topic	Potential Control / Governance Issue	Proposed Audit Coverage	Indicative Days	Comments
Controc System	Concerns between the interface of Controc and Unit 4	Full end to end review of the system	25	
NHS Health Checks	Inappropriate payments made to GP Practices	Assurance required that the system is working as intended and appropriate evidence is received and reviewed prior to payments being made	12	Area has never been reviewed
Sexual Health Contract	Ineffective contract management arrangements	Assurance that the contract is being appropriately managed	12	Area has never been reviewed Audit has been allocated.

DIRECTORATE – HOUSING				
Topic	Potential Control / Governance Issue	Proposed Audit Coverage	Indicative Days	Comments
Void Properties	Ineffective property management	Review the system from a tenant leaving to a new tenant moving into council house property	12	
Homelessness - Housing Allocation Policy	Failure to adhere to Legal and Statutory requirements	A review of current controls and procedures against the new housing allocation policy	12	

DIRECTORATE – PLACE				
Topic	Potential Control / Governance Issue	Proposed Audit Coverage	Indicative Days	Comments
Bury Market	Ineffective operations at the Markets	Assurance required that Bury Market is being appropriately managed	17	Came under the remit of Facilities Management in March 2026 Audit has commenced
Additional Hours – Waste Management	Regular claims are not being submitted by the service	An analysis of additional hours claims submitted by the service to ensure that claims are appropriate and correctly authorised	17	
Catering Service provided to Primary Schools	That the service is not financially sustainable	Review of the service provided to primary schools (maintained and academies) within the Bury area	17	
		TOTAL	336	

OTHER COMMITMENTS		
Activity	Indicative Days	Comments
Completion of audits commenced in previous year 2025/26: Catering Service provided to Secondary Schools Creditors – Deep Dive Revenues Recovery & Enforcement The Green Café Trusts Managed by the Council GDPR – Officer Compliance Grundy Day Care Centre St Andrews C of E Primary – Radcliffe Income & Banking Key Controls 2025/26 Complaints Procedures Direct Payments Employee Leavers Process Main Accounting Key Controls 2025/26 Waste Management St Peters C of E Primary Housing Rent Collection and Control Grants Register Day to Day Repairs Quality Assurance on Care Market Providers Sensio System	101	As at the end of June 2026: 12 audits carried forward had been finalised: • **Catering Service provided to Secondary Schools** • **Creditors – Deep Dive** • **Revenues Recovery & Enforcement** • **The Green Café** • **Grundy Day Care Centre** • **St Andrews C of E Primary – Radcliffe** • **Complaints Procedures** • **Direct Payments** • **Grants Register** • **Sensio System** • **Trusts Managed by the Council** • **Main Accounting Key Controls 2025/26** 3 audits have had draft reports issued to the client: • **GDPR – Officer Compliance** • **Waste Management** • **St Peters C of E Primary**

Grants & Certifications	5	Certification of grant claims work required 2026/27 Annual work reduced from 10 days allocated in 2025/26 An Arts Council grant has been reviewed and signed off.
Audit work for Persona (separate audit plans)	36	3 audits have been agreed with Persona. These are: • System access arrangements • SONA system • Inventories
Post Implementation Reviews and Action Tracking **First and Second follow ups**	115	Increased by 10 days as 2025/26 allocation insufficient Up to the end of June 2026, 20.5 days have been used carrying out first follow ups and 11.5 days have been used on second follow ups. Total days used 32 days.
Contingency for Audit Investigations / Whistleblowing Investigations	65	Increased to 65 days as 40-day allocation insufficient in 2025/26 Up to the end of June 2026, 5 days have been used
Contingency for reactive or unplanned work, management request, consultancy work, working group attendance and advice & guidance request	54	Reduced from 74 days allocated in 2025/26 down to 54 days Up to the end of June 2026, 17.5 days have been used.

Audit Service Management and administration, including service development, assurance mapping, Quality Assurance and Improvement Programme, support and attendance at Governance & Assurance Board, audit planning and Committee's support	198	
Provisions for annual leave / training / sickness	346	Reduction of 16 days due to an audit member of staff not commencing AAT Level 4 until September 2026
Provision of ICT reviews – by Salford Computer Audit Services	10	
Total:	926	
Combined Total:	1266	
Audit days to be delivered	**722**	(Exclude 198 + 346)

This page is intentionally left blank

Explanation of Opinion ratings:

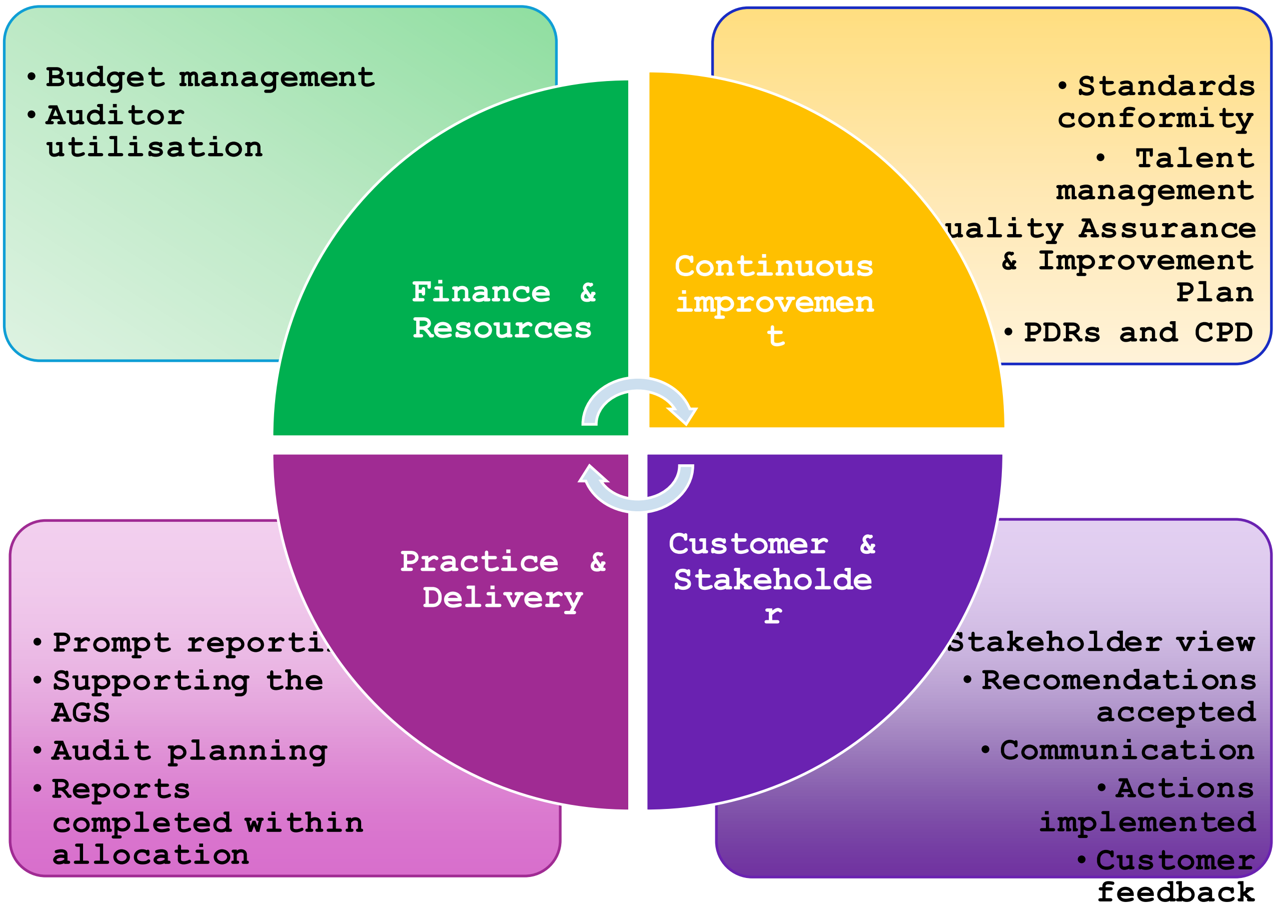
Overall Opinion	Explanation
Full	The framework of governance, risk management and control is good and effective.
Substantial	Some improvements are required to enhance the adequacy and effectiveness of governance, risk management and control.
Moderate	There are significant weaknesses in the framework of governance, risk, management and control such that it could be or could become inadequate and ineffective.
Limited	There are fundamental weaknesses or a large number of significant weaknesses in the framework of governance, risk management and control such that it is inadequate and ineffective or is likely to fail.

Explanation of Recommendation ratings:

Recommendation	Explanation
Fundamental	Action required to address a fundamental breakdown of control and / or to prevent a serious financial loss.
Significant	Action required to address a significant control weakness and /or to significantly improve operational efficiency.
Merits Attention	Action required to enhance control and / or to improve operational efficiency.

This page is intentionally left blank

Balanced Scorecard



Finance & Resources

Aspect	Detail	Target	Quarter 1 Results
Budget management	The budget has been set at a level agreed to fully staff the service to deliver a volume of work to enable delivery of the audit plan.	Between “On Target” and less than 5% “underspend”	Will be reported in Q4.
Auditor utilisation (audit days)	Pro rata based on 148.3 ‘chargeable’ days delivering audit work per FTE employee. 148.3 x 4.8 FTE = 712 days	> 95%	Will be reported in Q4.

Customer & Stakeholder

Aspect	Detail	Target	Quarter 1 Results
Customer Feedback	Post audit surveys are issued and the result analysed to provide an indication on quality	90% Positive	Met 8 issued and 1 received back as at end of quarter 1 12.5% response rate with 100% positive feedback
Communication	Internal Audit to attend quarterly Department Management Team (DMT) meetings. Quarterly updates on audit progress, follow-ups and outstanding recommendations will be provided to all departments.	100%	Met 100% attendance at DMT meetings as at end of Q1. 100% of quarterly updates provided to all departments as at end of Q1.
Stakeholder view	Questionnaire to be sent to Senior Management prior to audit planning meetings on an annual basis.	Met	Will be reported in Q4.
Recommendations accepted	Recommendations for action are accepted by management and developed collaboratively into agreed actions	95%	Will be reported in Q4.
Improvement (actions implemented)	Agreed actions are implemented (or substantial progress being made toward implementation) as at second follow up, where agreed implementation date has passed.	75%	75% achieved in Q1. 16 recommendations followed up 12 recommendations implemented

Continuous Improvement

Aspect	Detail	Target	Quarter 1 Results
Quality Assurance & Improvement Plan	QAIP updated and reported to the Audit Committee on a 6 monthly basis.	Met	QAIP updated and reported at July 2026 meeting
Conformity (GIAS)	Assessment against the Standards undertaken	Generally achieved	Met.

			Self-assessment undertaken and reported at July 2026 meeting
PDRs / CPD	Annual PDRs of team members completed	Met	Will be reported in Q4.
Talent management	Needs assessment completed and training plan developed	Met	New training assessment to be undertaken and analysed

Practice & Delivery

Aspect	Detail	Target	Quarter 1 Results
Supporting the Annual Governance Statement	Annual report & HOIA Conclusion provided in time to inform the AGS	Met	Met
Audit planning	Draft plan prepared in time for March / April Audit Committee	Met	Will be reported in Q4.
Reports issued promptly	Draft report prepared and provided to the client within 10 days of fieldwork completion	75%	Met 75% 9 out of 12 draft reports were issued within 10 days of fieldwork being completed during Quarter 1
Reports completed within time allocation.	The 28 audits allocated within the 2026/27 audit plan, are achieved within time allocation.	75%	Will be reported in Q4.

This page is intentionally left blank

Classification: Open	Decision Type: Non-key

Report to:	Audit Committee	Date: 22 July 2026
Subject:	Financial Procedure Rules and Scheme of Delegation	
Report of	Director of Finance (S151 Officer)	

Summary

In November 2019, Cabinet received a report on the Council's new constitution. These were formally approved by Council in January 2021. In the report to Cabinet it was stated that 'Contract Procedure rules and Finance Regulations are a technical finance matter and are subject to the review of the statutory finance officer and monitoring officer'. The report also stated that the Audit Committee be authorised to approve further revisions to the rules.

This report sets out the Financial Procedure Rules and the Scheme of Delegation – Financial Limits for consideration by the Committee. Attached to the rules are detailed guidance notes to support budget holders in performing their financial duties.

Recommendation(s)

1. Approve the Financial Procedure Rules and Scheme of Delegation – Financial Limits appended to this report and recommend their adoption by Full Council
2. Note that the documents will form part of training for budget holders across the Council

---

Report Author and Contact Details:
Name: Neil Kissock
Position: Director of Finance (S151 Officer)
Department: Department for Corporate Core Services
E-mail: N.Kissock@bury.gov.uk

Background

1.1 Bury's Finance Transformation Programme is currently in progress, targeted with addressing longstanding issues that have limited finance capacity, including weaknesses in the current Unit 4 system and reliance on manual, time-consuming processes. The programme is designed to ensure the upgraded Finance system will be more efficient and user-friendly, while equipping finance with the tools needed to better support budget holders, decision-making, and the council's financial strategy.

1.2 The Programme is a key strand of the council's improvement plan that was developed in response to the statutory recommendation received from the external auditors in December 2024.

1.3 Any organisation with a large financial turnover needs to lay down the procedures to be observed in its financial dealings. Such procedures are especially necessary in the case of a local authority which is limited by legislation in what it is able to do, is subject to statutory audit and must account for its actions and stewardship to the general public

1.4 The purpose of these rules is therefore to set out, for the benefit of members, officers and the public, basic financial rules and guidance in order that everyone works to an approved common standard in the financial dealings of the council.

1.5 Given the multitude of improvements to controls and processes emanating from the Transformation Programme, it has been necessary to undertake a complete review and update of the Financial Procedure Rules and Scheme of Delegation in order to ensure that they reflect and support the way we intend to operate in future.

The Financial Procedure Rules and Scheme of Delegation must henceforth be reviewed and updated on an annual basis to safeguard against obsolescence.

1.6 A detailed list of the changes made to the Financial Procedure Rules and Scheme of Delegation, and the rationale for the changes, has been attached in Appendix A; the key changes being;

- Re-appraising our approach to purchasing goods and services, which will deliver efficiency savings as well as increasing compliance and control.
    - We will create a Supplier Catalogue, with the bulk of our expenditure being channelled through this. Prospective suppliers will be subject to stringent security, with our relationship with each supplier being formalised via a mandatory contract, which will assure compliance. Our ability to offer surety of turnover will facilitate the negotiation of savings with suppliers
        - The two proposed exception routes for unplanned spend; Exemption forms for non-urgent spend and Purchase cards for urgent spend, will be subject to rigorous monitoring and controls
- Approvals have been linked to the organisation's hierarchy, with the system being configured to enforce Segregation of Duties in relation to all transactions
    - No transaction may be raised and approved by the same person; this will assure scrutiny and control over the Council's finances
- Measures have been put in place to limit in-year Budget virements
    - In year Budget movements can obscure variances to original estimations. Limiting these facilitates analysis of under/over spends in order to augment Bury's business intelligence

1.7 The revised Financial Procedure Rules apply to all areas of the Council and should be read in conjunction with the Council's constitution.

1.8 The following documents are attached as appendices to this report for consideration and approval by the Committee:

- Financial Procedure Rules
- Scheme of Delegation – Financial Limits
- Financial Procedure Rules - Guidance Notes

1.9 It is proposed that the documents will support the roll out of budget holder training across the whole of the Council and this will be delivered during the 2026/27 financial year

Links with the Corporate Priorities:

Ensuring a financial framework within which all budget holders and those charged with financial responsibilities can operate within.

Equality Impact and Considerations:

Please provide an explanation of the outcome(s) of an initial or full EIA.
Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to -

1 eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

2 advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

3 foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.

Environmental Impact and Considerations:

There are no Environmental impacts

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Lack of governance over financial transactions leading to qualified statutory accounts and Best Value opinion. Risk of fraud and financial mis-management	Detailed financial rules to support the Council's financial budget and policy framework. Updated regulations ensure that the re is a strong control environment

Legal Implications:

Section 151 of the Local Government Act 1972 requires every authority in England and Wales to make arrangements for the proper administration of their financial affairs and secure that one of their officers has responsibility for the administration of those affairs. This means responsibility for managing the totality of the financial affairs of a local authority in all of its dealings. The Section 151 officer owes a fiduciary duty to the public to carry out those duties effectively and the Financial Procedure Rules and the Scheme of Delegations are essential tools in this process.

Financial Implications:

There are no financial implications arising from this report. The proposals underpin the Council's Constitution and Budget and Policy Framework

Background papers:

n/a

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning
CIPFA	Chartered Institute of Public Finance and Accountancy

Bury Council

FINANCIAL REGULATIONS

Financial Procedure Rules and Scheme of Delegation

Contents

1. Financial Procedure Rules

1.1. Introduction

These Financial Regulations govern the financial management of the council and may only be amended or varied by resolution of the council. They are one of the council's governing documents and shall be observed in conjunction with the council's Standing Orders.

1.2. Purpose

The purpose of these rules is therefore to set out, for the benefit of members, officers and the public, basic financial rules and guidance in order that everyone works to an approved common standard in the financial dealings of the council.

They do not over-ride the requirement to observe statute in everyday matters.

1.3. Scope

These Financial Procedure Rules apply to all areas of the council and should be read in conjunction with the rest of the council's constitution.

1.4. Emergency Situations

The provision of these rules does not prevent the council acting through the Chief Executive and director(s) from incurring expenditure which is essential to meet any immediate needs created by a sudden emergency or situation relating to Section 138 of the Local Government Act 1972. This is subject to the action being reported as soon as practicable to the appropriate authority

1.5. Non Compliance

Any non-compliance with these rules will follow the relevant council performance management procedure and may result in disciplinary action being taken, or criminal investigation as appropriate

1.6. Definitions

In these Financial Regulations;

- 'Accounts and Audit Regulations' means the regulations issued under the Accounts and Audit Regulations 2015, the Local Audit and Accountability Act 2014, the CIPFA Code of Practice on Local Authority Accounting, the CIPFA Financial Management Code, the CIPFA Treasury Management Code and the CIPFA Prudential Code or any superseding legislation, unless otherwise specified.
- "Approve" refers to an online action, allowing an electronic transaction to take place.
- "Authorise" refers to a decision by the council, or a committee or an officer, to allow something to happen.
- Must' and **bold** text refer to a statutory obligation the council cannot change.
- 'Shall' refers to a non-statutory instruction by the council to its members and staff.

1.7. **S151 Officer Responsibilities**

The Director of Finance (S151 Officer) holds a statutory office, and these regulations apply accordingly. The Director of Finance;

- Acts under the policy direction of the council
- Administers the council's financial affairs in accordance with all Acts, Regulations and proper practices;
- Determines on behalf of the council its accounting records and control systems;
- Ensures the accounting control systems are observed;
- Ensures the accounting records are kept up to date;
- Seeks economy, efficiency and effectiveness in the use of council resources; and
- Produces financial management information as required by the council.

1.8. **Council Responsibilities**

The council must not delegate any decision regarding:

- **Approving the budget and policy framework and the precept (council tax requirement);**
- **Approval of the Treasury Management Strategy and prudential indicators**
- **The outcome of a review of the effectiveness of its internal controls**
- **Approval to borrow in order to fund new Capital or Revenue initiatives; and**
- **Addressing recommendations from the internal or external auditors**

1.9. **Report Approvals**

The S151 Officer or nominated officer or a nominated representative must approve all financial implications on all decision reports and the relevant implications section of the report template must be completed.

1.10. **Internal Audit**

The S151 Officer or nominated officer shall in accordance with the Global Internal Audit Standards in the UK Public Sector and relevant CIPFA public sector application guidance, arrange for a continuous and current internal audit of all activities of the council

Internal Audit may provide assurance and advisory work, subject to safeguards for independence and objectivity

1.11. **Financial Irregularities**

Where matters arise which involve or are thought to involve financial irregularities this will be referred to audit and follow the relevant procedures as disclosed in the anti-money laundering, anti-bribery, fraud and corruption and whistleblowing policies (with reference to Treasury Management Practice Statement 9) as necessary

1.12. **Treasury Management**

All treasury management activities will be carried out in accordance with the latest Chartered Institute of Public Finance and Accountancy (CIPFA) Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes and the Treasury Management Strategy approved by Council

1.13. **Declarations of Interest**

Officers must, on an annual basis, declare an interest and absent themselves from any managerial involvement in any financial matter from which they or their family could directly or indirectly benefit as required in the employee code of conduct. Declaration records will be held on a register.

1.14. **Banking Arrangements**

No officer has authority to open a bank account or procure new electronic payment functionality or facilities without prior specific written delegation of that authority by the S151 Officer or nominated officer

1.15. **Budgetary Control**

Directors and the Chief Executive must ensure, that their Assistant Directors / Heads of Service are managing their budgets, including commitments, appropriately by requiring that the monthly budget monitoring position and any necessary mitigating actions are presented to the Finance Board for consideration and thereafter subsequently reported to the Executive Leadership Team.

1.16. **Role of Directors**

Budgets are allocated to Directors to enable them to deliver services approved by Members through the budget setting process. Directors are required to ensure budgets are deployed in accordance with these rules to deliver policies and plans determined by members, and to ensure that there are processes and procedures in place within their directorates to be compliant with systems of internal control

2. Scheme of Delegation – Financial Approval Limits

2.1. **Introduction**

In the constitution, the Policy and Budget framework sets out the delegation of financial responsibility and budget spending limits to the officers of the Council, in conjunction with the Executive.

This Financial Scheme of Delegation outlines officers' delegation levels, detailing the responsibility levels that council officers hold to make financial related decisions on spending, income and other financial related issues and sets out the approved financial limits within which authorised officers may conduct council business.

If an officer is unclear of their delegation level when making a relevant financial decision, this should be discussed with the relevant Executive Director prior to any financial decisions being made.

The Financial Regulations themselves are also made up of several Codes of Practice and specific polices which should be read in conjunction with this scheme of delegation

2.2. Summary of Finance Delegations & Thresholds

Approving the award of new contracts, and extensions / alterations to existing contracts

Where the appropriate authorisation to undertake a tender exercise is already in place

#Procurement advice must be sought in relation to 3rd party spend

Value (before VAT)	Approval level
Uo to £10,000	Budget Holder
In excess of £10,000 but not more than £50,000	Service Manager
In excess of £50,000 but not more than £150,000	Head of Service
In excess of £150,000 but not more than £250,000	Director / Assistant Director
In excess of £250,000 but not more than £500,000	Executive Director
In excess of £500,000	Cabinet

Approving Revenue Payments (invoice approvals) –securing spend authority - with an order in place

#Procurement advice must be sought in relation to 3rd party spend

Value (before VAT)	Approval level
Uo to £10,000	Budget Holder
In excess of £10,000 but not more than £50,000	Service Manager
In excess of £50,000 but not more than £150,000	Head of Service
In excess of £150,000 but not more than £250,000	Director / Assistant Director

In excess of £250,000 but not more than £500,000	Executive Director
In excess of £500,000	S151 Officer (note: approval of orders in excess of £500,000 remains a key decision for cabinet approval)

Approving Capital Payments (invoice approvals) –securing spend authority - with an order in place Approvals should be in consultation with the Finance Board #Procurement advice must be sought in relation to 3rd party spend	
Value (before VAT)	**Approval level**
Uo to £10,000	Budget Holder
In excess of £10,000 but not more than £50,000	Service Manager
In excess of £50,000 but not more than £150,000	Head of Service
In excess of £150,000 but not more than £250,000	Director / Assistant Director
In excess of £250,000 but not more than £500,000	Executive Director
In excess of £500,000	S151 Officer (note: approval of orders in excess of £500,000 remains a key decision for cabinet approval)
Amendments to the Capital Programme The overall Capital programme is scrutinised and approved on an annual basis. This scheme of delegation therefore related to operational in-year changes	
Value (before VAT)	**Approval level**
New Capital Schemes Funded by borrowing includes spend funded by S106 agreement where spend incurred before funds received	Cabinet then Council

New 100% externally funded schemes valued at not more than £1,000,000. Includes Schemes funded by capital receipts or revenue contributions	S151 Officer
New 100% externally funded schemes valued in excess of £1,000,000. Includes Schemes funded by capital receipts or revenue contributions	Cabinet
Virements (the movement of finances (budget or expenditure) between projects) valued at not more than £250,000	S151 Officer
Virements (the movement of finances (budget or expenditure) between projects) valued in excess of £250,000	Cabinet

Approving payments that do not have an order – Exemption forms (for exceptional / unforseen payments)

Value (before VAT)	Approval level
Up to £150,000	Head of Service
In excess of £150,000 but not more than £250,000	Director / Assistant Director
In excess of £250,000 but not more than £500,000	Executive Director
In excess of £500,000	Cabinet

Budget Movements (revenue and capital virements)

If a virement impacts more than one service, approval is required at the appropriate level from all impacted service areas

Value (before VAT)	Approval required	Required to obtain consent from
Up to £25,000	Head of Service	Strategic Finance Lead
In excess of £25,000 but not more than £100,000	Director	Deputy S151 Officer

In excess of £100,000 but not more than £500,000	Director	S151 Officer
In excess of £500,000	Executive Director. Virement is disclosed in Monitoring report which is Approved by Cabinet	S151 Officer
Debt Write-off approval The values relate to individual debts		
Value (before VAT)	**Approval required**	**Required to obtain consent from**
Uo to £10,000	Head of Service	Director
In excess of £10,000 but not more than £25,000	Responsible Director in consultation with the Assistant Director of Finance	S151 Officer Officer
In excess of £25,000 but not more than £50,000	S151 Officer in consultation with the Monitoring Officer	Relevant Cabinet Member
In excess of £50,000	Cabinet	

Bids for external grant funding – expenditure of funds to follow revenue expenditure delegations set out above	
Value (before VAT)	**Approval level**
All	S151 Officer and Executive Director(s) must agree and sign off
Treasury transactions	
Value (before VAT)	**Approval level**
All	S151 Officer or delegated to nominated officer(s)

Purchase Cards		
Transaction Limit / Monthly card Limit	**Card User**	**Card Authoriser**
£200 / £2,000	Nominated operational staff	Head of Service
£500 / £5,000	Head of Service	Director
£10,000 / £50,000	On call emergency manager	Exec Director
Reserves		
Value (before VAT)	**Approval level**	
All	S151 Officer	

Bury
COUNCIL

FINANCIAL PROCEDURE RULES

Guidance Notes

3. Financial Integrity

The council must ensure that it has a sound system of internal control, which delivers effective financial, operational and risk management

3.1. Accounting Procedures

All accounting procedures and records of the Council and its Officers shall be determined by the S151 Officer or nominated officer in consultation, where necessary, with the appropriate Director or Head of Service / Assistant Director (or equivalent) concerned. Such procedures shall be in accordance with statutory Accounts and Audit Regulations.

3.2. Responsibility of S151 Officer or Nominated Officer

The S151 Officer or nominated officer shall be responsible for the compilation of the main accounting records for the Council.

The S151 Officer or nominated officer may from time-to-time issue written “financial instructions” dealing with detailed procedures to be followed in certain matters. Such instructions shall be issued after consultation with the Director, Assistant Director or Heads of Service affected.

The S151 Officer or nominated officer shall be responsible for the maintenance of a management information system, the General Ledger.

3.3. Segregation of Duties

The following principles shall be observed in the allocation of accounting duties by all employees or consultants engaged by the Council:

- All material Transactions, including those associated with the movement of existing funds and budgets within the General Ledger or sales and purchase requests, must be Prepared and Authorised by different individuals, in accordance with the Scheme of Delegations and the Journal policy outlined in Appendix B.
- Approval must be obtained from the officer responsible for any budget impacted by a proposed transaction, in accordance with the Scheme of Delegations and the Journal policy outlined in Appendix B, before the Transaction may be processed
- The duties of providing information regarding sums due to or from the Council and of calculating, checking, and recording these sums, shall be separated as completely as possible from the duty of collecting or disbursing them.
- Officers charged with the duty of examining and checking the accounts of cash transactions shall not themselves be engaged in any of these transactions.

3.4. Maintenance of the core Finance System

The S151 officer shall assure the integrity of data held on the Finance System by delegating the below tasks to nominated Officers;

- The routine completion of a dedicated suite of reconciliations designed to give assurance that the data held on the General Ledger is accurate
- Maintenance of the Chart of Accounts and all supporting coding structures, in accordance with the COA Maintenance policy outlined in Appendix C
- Maintenance of key system-generated Statutory and Management reports to ensure that they reflect impactful developments as they occur (for example restructures or changes to legislation)
- Timely Maintenance of changes to system user access requirements (for example in relation to new starters, leavers or user role changes)
- Maintenance of System user guides and training requirements

4. Accounts and Audit

4.1. Accounting records

The accounting records determined by the S151 Officer must be sufficient to explain the council's transactions and to disclose its financial position with reasonable accuracy at any time. In particular, they must contain:

- Day-to-day entries of all sums of money received and expended by the council and the matters to which they relate;
- A record of the assets and liabilities of the council

The S151 Officer shall complete and certify the annual Accounting Statements of the council contained in the Annual Statement of Accounts and Annual Governance Statemen, prepared and approved in accordance with the Accounts and Audit Regulations 2015 and relevant CIPFA proper, as soon as practicable after the end of the financial year. Having certified the Accounting Statements, the S151 Officer shall submit them with any related documents to the council, within the timescales required by the Accounts and Audit Regulations.

4.2. Role of Internal Audit

The council must ensure that there is an adequate and effective system of internal audit of its accounting records and internal control system in accordance with proper practices

This service is currently provided by an Internal Council Team of staff and will assist Directors, Assistant Directors, Heads of Service and Senior Managers in the effective discharge of their responsibilities by giving assurance on financial and management control systems, identifying weaknesses, giving advice on how to resolve financial and management problems and improve control, investigating suspected irregularities and by undertaking Value for Money (VFM) reviews and management studies

The internal auditor shall be appointed by the council and shall carry out their work to evaluate the effectiveness of the council's risk management, control and governance processes in accordance with proper practices specified in the Practitioners' Guide.

The council shall ensure that the internal auditor:

- is competent and independent of the financial operations of the council;
- Prepares and presents to Audit Committee an annual report outlining the work undertaken, and future work programme, of Internal Audit
- can demonstrate competence, objectivity and independence, free from any actual or perceived conflicts of interest, including those arising from family relationships; and
- has no involvement in the management or control of the council aside from assigned input into the maintenance of the Corporate Risk Register, which sits within Fraud, Audit, Insurance and Risk (FAIR)

Internal or external auditors may not under any circumstances:

- perform any operational duties for the council;
- initiate or approve accounting transactions; other than those necessarily undertaken to enact effective management of their own budget areas
- provide financial, legal or other advice including in relation to any future transactions; or
- direct the activities of any council employee, except to the extent that such employees have been appropriately assigned to assist the internal auditor.

For the avoidance of doubt, in relation to internal audit the terms 'independent' and 'independence' shall have the same meaning as described in The Practitioners Guide

4.3. Accounts and Audit Regulations required by the Secretary of State

Any officer or member of the council must make available such documents and records as the internal or external auditor consider necessary for the purpose of the audit and shall, as directed by the council, supply the S151 Officer, internal auditor, or external auditor with such information and explanation as the council considers necessary

The S151 Officer shall make arrangements for the exercise of electors' rights in relation to the accounts, including the opportunity to inspect the accounts, books, and vouchers and display or publish any notices and documents required by the Local Audit and Accountability Act 2014, or any superseding legislation, and the Accounts and Audit Regulations.

4.4. Powers of Internal Audit

The S151 Officer or nominated officer and all authorised Internal Audit staff are empowered to enter at reasonable times any premises or land owned by or in the control of the Council, if appropriate, and require employees to produce Council property and records under their control

4.5. Financial Irregularities with regard to Council Functions

Where matters arise, which involve or are thought to involve financial irregularities this will be referred to audit or follow Anti-money Laundering procedures and Treasury Management Policy Statements as necessary

5. Financial Planning, the Budget Process and Precept Setting

5.1. Financial Strategy

The Medium-Term Financial Strategy (MTFS) sets the framework for understanding the challenges and forecasted future financial position of the council. The MTFS supports the council's aims and objectives and encourages discussions about the allocation of resources, helping the council to understand its financial resilience.

The MTFS gives a 3-year forecast of the Council's projected financial position, enabling officers to consider the scale of any financial challenges over the medium term to enable appropriate actions and interventions to achieve financial sustainability. This effectively ensures that the council aligns its resources to its priorities and enables the prioritisation of investment based on the deliverability of outcomes

The MTFS process is an integral part of the council's financial planning process. The development of the MTFS is iterative and must be updated whenever officers become aware of any event causing a material change to the underlying financial projections, to ensure that it reflects the most up to date information and issues. The S151 Officer will also oversee three overarching reviews of the MTFS at the following points;

- When setting the Council's draft budget (Oct/Nov)
- When setting the Council's final budget and updated budget strategy (Feb)

The medium-term financial strategy will set out the parameters for the budget build process for the coming year. The Budget and Policy Framework will be followed and the strategy will be approved at Council

5.2. Capital and Revenue Budgets

The detailed form of Capital and Revenue budgets shall be determined by the S151 Officer or nominated officer consistent with the general directions of the Finance Board. The Budget and Policy Framework will be approved by Council following recommendation from Cabinet.

Where there is an element of Council revenue or capital match funding identified this must already exist within the revenue budget or capital investment budget (or recommended by Cabinet for approval at the next Council meeting to add to the capital investment budget).

Directors are responsible for delivering approved budgets, including achievement of savings, management of demand and cost pressures and identifying mitigations where required. Progress against saving plans must be regularly reported and monitored

5.3. Capital Programme

The S151 Officer will maintain a Capital Strategy to feed into the annual Capital Programme. Directors and their nominated budget holders, in consultation with the S151 Officer or nominated officer, shall jointly prepare for consideration by the Executive Team, a draft Capital Budget alongside the revenue income and expenditure budgets. These must be prepared in accordance with the policies and timescales determined by the Cabinet. The Budget and Policy Framework, including the Capital Programme, will be approved by Cabinet and then Council.

5.4. Approval of Estimates

The budget, once approved by the Council shall become the Council's Revenue Budget and Capital Budget for the next financial year.

Approval of the annual budget by the Council will confer authority on the Directors, Assistant Directors and Heads of Service of the Council to incur revenue expenditure so provided for the next financial year subject to compliance with the relevant provisions of the Contract Procedure Rules.

5.5. In-year adjustments to Capital and Revenue Budgets (Virements)

Budgets, once set, are an important analytical tool for the council. Under/Overspends should be analysed in order to augment Bury's business intelligence. It is impossible to forecast operational activity (set a budget) with 100% accuracy therefore an overspend does not indicate wrongdoing - instead it signals a need to re-appraise the original assumptions made at the time of budget-setting. Adjustments to budgets in reaction to over/under spends should therefore be discouraged

Virement approvals must be granted in accordance with the Scheme of Delegations. Virements between service areas require approval, at the appropriate level, from all impacted service areas.

The following transfers will not count as virement for these purposes:

- Budget movements which occur as a result of year end procedures.
- Transfers of budgets when a whole or part service transfers from one directorate to another as a result of a service restructure or change in line management responsibilities.
- Income and expenditure budget changes reflecting additional grants not included in the Council's approved budget.
- Transfers arising from changes in legislation.
- Any support service recharges (allocation of overheads) for accounting purposes

5.6. In-year amendments to the Capital Programme

The overall Capital programme is scrutinised and approved on an annual basis. Operational in-year changes must be made in accordance with the stipulations of the Scheme of delegation

In-year additions to the capital programme which are funded by external borrowing must firstly be approved by Cabinet and then by full council. Additions which are externally funded, funded by Capital Receipts or by Revenue Contributions and are valued under £1m may be approved by the S151. Those with a value exceeding £1m need to be approved by Cabinet.

The movement of finances (budget or expenditure) between projects which do not alter the overall financial envelope of the Capital programme may be authorised by the S151 Officer provided they do not exceed £250k. Any virements exceeding £250k will be noted in the Quarterly financial performance reporting and reviewed by Cabinet

5.7. Payments under contracts for building or other construction works

Where contracts provide for payment by instalments the responsible officer shall maintain a record of all such payments, which shall be made within the time specified in the contract based on signed certificates from the architect or other consultant engaged to supervise the works.

Any variation of, addition to or omission from a contract must be authorised by the Finance Board, with the board being informed where the final cost is likely to exceed the contract sum by 5% or more, or likely to exceed the budget available.

5.8. External Funding

External funding may be granted subject to various obligations, with successful bids therefore resulting in the Council being bound by the resulting requirements. On this basis, to ensure the relevant measures are put in place to assure compliance, all bids for external funding must be signed off by the S151 and the Executive Director of the service making the bid

Authorisation to submit a bid for grant or other external funding, or accept an offer of such funding, must be obtained in advance of bid documents or acceptance documents being signed. This includes a situation where the Council intends to act as Accountable Body in respect of partnership funding, in which case authorisation to accept this Accountable Body status must also be obtained.

Developer contributions continue to support investment need associated with developments throughout the Country. Once a S106 has been completed, planning permission has been granted and the development subject to agreement has commenced, with the right governance in place the Council will be able to internally borrow to fund the project to commence prior to the developer contributions being received. The borrowing will be funded short term within the cash balances and repaid once the developer contributions have been received.

5.9. Council Tax, budget and Precepts

Before setting a precept, the council must calculate its council tax requirement for each financial year by preparing and approving a budget, in accordance with The Local Government Finance Act 1992 or succeeding legislation.

Once the Council has set the council tax requirement and administered the relevant precepts from precepting bodies, the S151 Officer is responsible for informing preceptors of the taxbase who then in turn agree their own budgets

The Council is responsible for the completion of the statutory NNDR returns, which inform the Greater Manchester Fire Rescue Service and the PCC of their precept amounts, in accordance with set deadlines.

Any Member with council tax unpaid for more than two months is prohibited from voting on the budget or precept by Section 106 of the Local Government Finance Act 1992 and must disclose at the start of the meeting that Section 106 applies to them.

6. Expenditure – Controls

6.1 Role of Directors

Directors are accountable for the effective financial management of their services and must ensure that:

- Expenditure is contained within approved budgets
- All expenditure complies with the Contract Procedure Rules
- Resources are aligned to service priorities
- Financial risks are actively managed
- Allocate responsibility for managing each budget area within their service and inform S151 Offer or nominated of the allocation and any changes as soon as they occur

Where financial pressures arise, Directors must take timely corrective action and escalate issues in accordance with the financial monitoring framework and must apply the rules set out under cash limited budgets below.

Directors must ensure that Budget Holders:

- Understand their responsibilities
- Liaise with the Finance service to ensure that they have access to timely and appropriate financial information
- Receive appropriate budget management training and support
- Work with stakeholders, including the finance service, to provide accurate and timely budget monitoring information as well as having input into any other Financial reports which impact, or are impacted by, their budget area
- Ensure that all expenditure complies with the Contract Procedure Rules

6.2 **Role of Budget Holders**

Budget Holders are responsible for:

- Monitoring income and expenditure against budget
- Ensuring commitments are properly recorded
- Complying with Financial Regulations and procurement rules
- Taking action to manage variances
- Ensuring value for money in all spending decisions
- Taking agreed actions to deliver any approved savings that they are accountable for, monitoring and reporting progress as necessary

6.3 **Monthly Forecasting**

Preparation of Financial information shall be the joint responsibility of budget holders and assigned members of the Finance service, who will collaborate to ensure the presented information is an accurate reflection of the council's operations

The S151 Officer will provide Monthly reports (with the exception of Period 1) on the Council's overall financial position to the Finance Board and Cabinet. For budgets assessed as being "high risk", monthly reporting will be provided to the Finance Board.

"High risk" budgets are those which are volatile and are impacted by increasing demand and material. These will be subject to additional scrutiny, with the focus being on plans that services have to mitigate spending pressures

Material variances between actual and forecasted expenditure will be discussed and understood, with any significant changes to underlying assumptions being assimilated into the Council's projected financial position

The delivery of approved savings will also be monitored and reported on, with mitigations agreed should any savings be non-achievable or delayed.

6.4 **Cash Limited Budgets**

Budgets are cash-limited to the net annual budget for each service with Directors being required to ensure that they operate within these limits and do not overspend their service budgets.

Budget holders, in collaboration with the Finance Service will be required to agree and sign off their budgets on an annual basis as part of the budget-setting process; to do this, they will be expected to understand the composition of their budgets and their relevant financial drivers

The use of reserves must not be relied upon as a substitute for effective budget management and may only be applied in accordance with the Scheme of Delegation for reserves. The Council maintains a general reserve to be used only in exceptional circumstances where there is an unavoidable year-end overspend and will require approval from the S151 Officer in line with the Scheme of Delegation.

Revenue Expenditure in non "high-risk" budget areas may not be automatically incurred if it will result in a breach of the overall Service Budget, unless alternative funding sources have been secured or agreed. Any such proposed expenditure will be subject to scrutiny and approval by the Finance Board, or Cabinet if the value exceeds £500,000, alongside the monthly review of any pressures in "high risk" Budget areas

The approval criteria for the additional expenditure may include provision for repayment of the overspend if the Finance Board deems this to be appropriate (for example re-imbursement from future savings generated by invest-to-save proposals) over an agreed timescale.

The S151 Officer, through the Finance Board and Cabinet will, receive quarterly finance reports outlining all forecasted over/underspends.

6.5 Overspends; Exceeding Cost Centre Budget

Directors may authorise expenditure which would otherwise exceed the estimate for a cost centre, provided that the expenditure:

- can be met from savings or under spending on other cost centres within the same service provided that these are not the result of non-recurrent increases in income or decreases in expenditure, will not constitute Capital Expenditure or result in:
  - a change in the level of service provision; or
  - a commitment to incur expenditure in future years; or
  - a change in policy; or
  - a breach of the Council's Workforce Strategy.
- is not a virement from a support service recharge code.
- is approved by the Finance Board if less than £500,000, or by Cabinet if the value exceeds £500,000

All such adjustments must be recorded and notified to finance

6.6 Carry forward of Underspends

Genuine provisions for liability as recognised by the Code in force must be accounted for in accordance with this guidance. Where budget holders wish to carry forward any unspent monies into the next financial year, then they must provide a business case to the S151 Officer.

These cases will be assessed against the relevant accounting guidance and the explanations provided in the case. The final decision for the carry forward of under spends is for the S151 Officer.

6.7 Approval of Expenditure

The scheme of delegations stipulates sign-off limits relating to the approval of Revenue Expenditure. The assumption is that the appropriate contract is already be in place, and that the approvals conform to the "no po no pay" policy

6.8 Recognition of Capital Expenditure

The Council has a £15,000 de-minimis limit for the recognition of Capital Expenditure

6.9 Raising Invoices

The Head of Service / Assistant Director (or equivalent) shall nominate those Officers eligible to raise Purchase Requisitions on the Council's financial system

Purchase Requisitions will be linked to the Supplier Catalogue; officers raising a requisition will be required to select an approved Supplier and Product

The Finance system converts the Purchase Requisition into a Purchase Order upon the approval of the appropriate Authorising Officer, as set out in the Scheme of Delegations

All routine expenditure must be made by raising a Purchase Requisition; any exceptions to this must follow the outlined process for either Exception firms or Purchase Cards

The duties of requisitioning goods or services and the subsequent confirmation of their receipt (goods received note process) shall not be performed by the Officer authorising the same Order

6.10 Goods Received Process

The Head of Service / Assistant Director (or equivalent) or Delegated Officer shall ensure that the Corporate Finance System is promptly updated when goods or services are received. Before completing the Goods Received Note process the verifying Officer shall, save to the extent that the S151 Officer or nominated Officer may otherwise determine, be satisfied:

- that the goods have been duly received examined and approved as being in accordance with the specification or match the official order and are satisfactory.
- that the works done, or services rendered have been satisfactorily carried out and that, where applicable, the materials used were of the requisite standard.
- that the proper entries have been made in the inventories or stores records, where appropriate.
- that the Council's purchasing guidance has been followed

Payment of invoices is dependent upon the satisfactory completion of this process

6.11 Coding of Expenditure and Income

All expenditure and income must be accurately to the correct cost centre and account code to which it relates. Miscoding expenditure / income distorts the Council's financial information

Journal transfers must comply to the Journal Governance Policy (Appendix B). The appropriate supporting documentation must be attached, and the appropriate level of approval obtained from all impacted service areas before they may be processed

Officers processing financial transactions shall be responsible for ensuring that all Value Added Tax is correctly accounted for.

6.12 Use of Reserves

Section 25 of the Local Government Act 2003 requires the Chief Financial Officer (S151 Officer) to report to Council on the robustness of estimates and adequacy of reserves. As such, the management of financial reserves and provisions is ultimately a S151 responsibility

When establishing reserves, the Council needs to ensure that it is complying with the Code of Practice on Local Authority accounting and in particular the need to distinguish between reserves and provisions

- Reserves are funds set aside to cover unexpected expenses, meet future obligations, or manage risks
- A provision is recorded as a cost against a cost centre when the council has a present obligation as a result of a past event, it is probable that the cost will be paid to settle the obligation, and a reliable estimate of the value of the cost can be made

The overall level of reserves balances will be reported to Cabinet on an annual basis.. The annual budget report to Council will include:

- A statement of movements in reserves for the year ahead and the following two years
- A statement of the adequacy of general reserves and provisions in the forthcoming year and in the Medium-Term Financial Strategy; and
- A statement on the annual review of reserves.

Once a reserve has fulfilled the purpose for which it was established, any remaining balance should be reallocated to another similar purpose earmarked reserve or surrendered to General Reserves

7. Procurement

7.1. **Supplier Catalogue**

Catalogues or Product Lists are Mandated for the ordering of all goods, services and works related to 3rd party spend. The only exceptions to this will be expenditure raised via an Exemption form or procured via a Purchase Card.

Staff who require a good or service must ensure that they complete a catalogue template and send this to Procurement before ordering and goods, services or works

This approach will ensure that staff and suppliers are compliant and deliver high-quality goods and services at an economical price.

Any requests to add a Supplier or Product to the Supplier Catalogue must be directed to the Procurement Service via completion of the relevant template

All requests to add a supplier must be Prepared and Authorised by different individuals.

All prospective additions to the supplier catalogue will be subject to the appropriate due diligence protocols and may only be used once a contract is in place.

Checks and balances will be in place to monitor compliance, underpinned by regular reviews of expenditure activity.

The Procurement Continuous Improvement Group, reporting to the Finance Board, is tasked with ensuring that this process maximises the efficient, effective and economic use of resources.

7.2 Contracts

Every contract shall comply with the council's Standing Orders, these Financial Regulations and the Contract Procedure Rules.

For a contract for the supply of goods, services or works where the estimated value will exceed the thresholds set by the UK Government, the full requirements of The Procurement Act 2023 and The Procurement Regulations 2024 or any superseding legislation ("the Legislation"), must be followed in respect of the tendering, award and notification of that contract

For contracts estimated to be over £30,000 including VAT, the council must comply with any requirements of the legislation regarding the publication of invitations and notices.

The sign-off limits in the Scheme of Delegations relate to the award of new and renewed contracts. The assumption is that the appropriate approvals required in order to undertake a tender exercise will already be in place, and that the scheme of delegation relates to the award of a contract to a preferred bidder or extension / alteration of a contract with an existing supplier

Contracts must not be split to avoid compliance with these rules.

7.3 Exceptions

The requirement to obtain competitive prices in these regulations need not apply to contracts that relate to specialist professional services, such as legal professionals acting in disputes;

7.4 Financial Control

No contractual commitments which will cause an overspend may be made other than by resolution of Cabinet except in an emergency.

Finance involvement should be sought in order to obtain confirmation of the budget available, or to discuss mitigating options

No expenditure shall be authorised, no contract entered into, or tender accepted in relation to any major project, unless [the council] is satisfied that the necessary funds are available and that where a loan is required, Government borrowing approval has been obtained first.

8. Banking and payments

8.1. Arrangements with Council's Bankers

All arrangements with the Council's bankers must be made by or under arrangements approved by the S151 Officer or nominated officer, who is authorised to operate such banking accounts and other electronic transactions as they may consider necessary.

All bank accounts must be reconciled on a regular basis (at least monthly). Reconciliations must:

- Be completed promptly
- Be independently reviewed
- Be retained for audit purposes

8.2. **Payment of Invoices**

It is the Council's policy to pay all invoices within 30 days of invoice date. It is therefore the responsibility of all staff to assist Pay Services in ensuring invoices can be processed for payment as soon as possible through full compliance with all the relevant financial procedures.

8.3 **Invoice Authorisation**

Invoices for payment should be examined for arithmetical accuracy, analysed to the appropriate expenditure heading and verified to confirm that the work, goods or services were received, checked and represent expenditure previously authorised by the council. Invoices may therefore only be released for payment when an appropriately authorised purchase order, exemption form or purchase card authorisation is in place

CIS Invoices are bills issued by a sub-contractor to a contractor for construction work, which include tax deductions required by HMRC under the Construction Industry Scheme (CIS). These should include the gross amount due, the appropriate deduction rate (20% for registered subcontractors or 30% for unregistered) and the net amount payable to the subcontractor. In order to assure compliance with these requirements, it is essential that labour and materials are itemised separately on all applicable requisitions raised (and invoices received against the requisitions) in order to meet the criteria for processing

8.4. **Amendments and Deletions**

Amendments to or deletions from an invoice must only be made in exceptional circumstances and must be authorised by the S151 Officer or nominated officer. No alterations to a Value Added Tax invoice may be made but a new invoice or credit note must be sought from the supplier. To avoid the possibility of duplicate payments photocopies or faxes are not accepted as valid invoices except in emergencies

8.5. **Safeguarding against Fraud or Error**

The council must have safe and efficient arrangements for making payments, to safeguard against the possibility of fraud or error. More than one person should be involved in any payment, following the principles outlined in the Scheme of Delegations and these financial regulations. Additional checks and balances, including daily bank reconciliations, should be in place to further mitigate risk.

8.6. **Data Security**

Personal payments (including salaries, wages, expenses and any payment made in relation to the termination of employment) may be summarised to avoid disclosing any personal information.

8.7. **Payment methods**

All payments shall be made using electronic payment methods (e.g., BACS, CHAPS, faster payments) or by virtual and physical purchase cards in accordance with the Purchase Card Policy (Appendix D)

Segregation of duties must strictly be applied in relation to payments. The preparation, authorisation and processing of payments need to be actioned in separate stages by different individuals.

8.8. **Funds Held on Behalf of Others**

All funds held on behalf of others (Trust or Private) shall be subject to an annual audit, which shall be undertaken by a suitably qualified person. A copy of all audit reports and the final accounts shall be made available, on request, to Internal Audit for information. In respect of Schools, the audit report and the findings shall be presented to their School Governors.

The appropriate officers who are responsible for the administration of Trust or Private funds shall be responsible for ensuring that all Value Added Tax is correctly accounted for and shall have due regard to the treatment of Value Added Tax on donated funds (as detailed in Section 15 of the Local Government Act 1972).

Officers shall be responsible for ensuring that Trust and Private Funds are appropriately invested for the benefit of the fund. Advice as to the most appropriate method of investment will be obtained from the S151 Officer or nominated officer.

9. **Purchase Cards**

9.1. **Policy**

All usage of Purchase Cards must be compliant with the Purchase Card Policy (Appendix D)

9.2. **Purpose**

Purchase cards are intended to be used only on occasions where there is a need for an unforeseen immediate payment, for example to pay for an emergency care placement.

Less urgent unforeseen payments should be made using exception forms. All other payments should be made by raising a purchase requisition against an existing contract, in line with the Contract Procedure Rules

9.3. **Card Holders**

Purchase cards will be specifically allocated to approved officers (including on-call emergency managers) and usage restricted to the recipients

A cardholder must be a permanent member of staff who has worked for Bury Council for a period of at least six months in an eligible role and must also have completed the probation period.

Unless there are exceptional business needs, cards must not be allocated to temporary staff. In special circumstances when an exception can be justified and a member of staff requires a Purchase card to carry out the nature of their work written approval from their service director can waive these rules.

Line Managers are responsible for reporting changes in the cardholders' circumstances that might affect their card use (such as name or job changes, long term sickness, and maternity leave) promptly to Procurement

9.4. **Card Limits and authorisation**

Limits for individual transactions and card limits are outlined in the Scheme of Delegations. Itemised card expenditure and accompanying receipts must be reviewed for appropriateness and compliance and approved on a monthly basis.

9.5. **Compliance and VAT**

The cardholder must ensure that VAT receipts are retained for all transactions and that VAT is correctly identified and recorded. All expenditure must be accurately coded to the correct cost centre and account code to which it relates

10. Local Bank Accounts – Imprest / Petty Cash Accounts

10.1 **Imprest / Petty Cash Advances**

The S151 Officer or nominated officer will provide imprests and petty cash advances, where appropriate, to Officers for the purpose of defraying expenses. A receipt shall be signed in respect of each advance by the Officer concerned, who shall be responsible for accounting for monies. A receipt should be signed in respect of floats issued to Officers

10.2. **Changes to Officers**

Any changes to Officers responsible must be immediately notified to the S151 Officer or nominated officer. An outgoing imprest holder must reconcile the imprest to the total amount held, whilst the incoming responsible Officer should satisfy themselves that all is in order before accepting responsibility for the imprest

10.3. **Disbursements**

Vouchers for disbursements must be obtained and attached to claims for reimbursement. Claims must be properly certified and forwarded for payment to the Payments Team at specified intervals, normally not exceeding one month

10.4. **Security of cash**

Heads of Service are responsible for ensuring that all cash is kept in a safe and secure place and that bank accounts are reconciled on a regular basis, not less than monthly. A bank statement must be received at least monthly for all imprest bank accounts

10.5. **Use of Imprest Accounts**

Imprest accounts can be used for amounts agreed by the S151 Officer or nominated officer:

- to pay for local purchases by cheque at the time of collection or delivery.
- to secure discounts or take advantage of special offers.
- to reimburse staff who have purchased small value items directly.
- all such payments must be supported by VAT invoices or receipts

10.6 **Use of Imprest Funds**

Imprest funds must never be used to pay salaries, wages, or other employee expenses i.e., travel/subsistence and removal/relocation expenses, without the specific approval of the S151 Officer or nominated officer. Such payments may attract liability to Income Tax or National Insurance contributions and must therefore be made via the payroll system

10.7 **Examination of Local Bank Accounts**

The S151 Officer or nominated officer may at their discretion examine and reconcile Local Bank Accounts and for this purpose shall be entitled to receive such information and explanation as may be required

10.8. **Partnership Arrangements**

Where it is intended that the Council should enter into a partnership arrangement to further the delivery of Council policy and/or services, this must be approved by the Executive Team and a supporting assurance self-assessment process must be completed.
Where the Council's financial contribution to the partnership exceeds £100,000 per annum, including any grant or external funding for which the Council would act as Accountable Body, a full assessment must be carried out using the self-assessment process

11. **Payment of salaries and allowances**

As an employer, the council must make arrangements to comply with the statutory requirements of PAYE legislation. Councillors' allowances (where paid) are also liable to deduction of tax under PAYE rules and must be taxed correctly before payment.

The S151 Officer shall be responsible for ensuring appropriate arrangements are in place for the payment of all salaries, wages, pensions and other payments to all current and former employees of the Council

Payment of salaries shall be made, after deduction of tax, national insurance, pension contributions and any similar statutory or discretionary deductions, on the dates stipulated in employment contracts.

Deductions from salary shall be paid to the relevant bodies within the required timescales, provided that each payment is reported, as set out in these regulations above.

Any termination payments shall be supported by a report to the council, setting out a clear business case. Termination payments shall only be authorised by the full council.

All claims for payment of officer car allowances, subsistence allowances, travelling and incidental expenses shall be made through the Council's financial system

Officer's claims should be submitted promptly at the end of each month in which the journeys were made, or the expenses incurred. The S151 Officer or nominated officer may refuse to make payment of claims over 3 months old.

Payroll must be subject to regular reconciliation and review between payroll system and general ledger.

12. Treasury Management

12.1. Treasury responsibilities

All Treasury Management Activities, including borrowing and investing, must be conducted in accordance with the latest CIPFA Treasury Management Code, relevant statutory requirements and the Council's Treasury Management Strategy which is approved by Council on an annual basis

The S151 Officer is responsible for the Council's Treasury Management function and for ensuring effective arrangements are in place to process all operational Treasury transactions, with amendments to policy being subject to council approval

The S151 Officer must ensure regular reporting of treasury activity. The Council is responsible for:

- Approval of the Treasury Management Strategy
- Approval of borrowing limits and prudential indicators
- Oversight of treasury performance

Cabinet will receive:

- Regular treasury monitoring reports including performance against prudential indicators
- Annual treasury outturn report

Treasury activities must be supported by appropriate controls, including segregation of duties, authorisation of transactions, audit trails and reconciliations

12.2 Borrowing and Financing

All borrowing must be:

- Approved as part of the Capital Programme and Treasury Strategy
- New schemes or activities which are to be financed from borrowing must be authorised by Council, prior to borrowing
- Affordable, prudent and sustainable
- Compliant with statutory requirements and prudential indicators

12.3 Investments

Investment decisions must:

- Prioritise security, liquidity and yield (in that order)
- Comply with the Treasury Management Strategy
- Be undertaken by authorised officers

Investments must not expose the Council to undue financial risk.

12.4 **Cashflow forecasting**

Accurate cashflow forecasting drives the efficient use of council borrowing and investments, resulting in potential improvements to the Council's net interest payments / receipts

The Treasury Officers shall therefore ensure the appropriate links to services which have key influence on the Council's payments and receipts, such as Accounts Payable and Accounts Receivable, are in place and maintained. The obtained information shall feed into cashflow information which shall be used to help inform short and long-term decision making

Services must provide timely and accurate information to support cashflow forecasting

13. **Income**

The Council must operate a robust income management framework to ensure that all income due is identified, collected, recorded and recovered efficiently.

The S151 Officer is responsible for overseeing corporate income collection arrangements. Directors are responsible for ensuring effective income management within their services.

13.1. **Collection of Monies**

The S151 Officer is responsible for ensuring that effective arrangements are in place to securely and efficiently process the collection of all sums due to the council

The general ledger shall be updated promptly of all monies due to the Council and of contracts, leases and other agreements and arrangements entered into which involve the receipt of money by the Council. The S151 Officer or nominated officer shall have the right to inspect any documents or other evidence in this connection as they may decide.

Debt recovery must be undertaken promptly and in line with the Council's debt management strategy and write off policy

13.2. **Invoicing for sums due**

Each Head of Service / Assistant Director (or equivalent) shall ensure that the established procedure is followed when raising invoices on the Council's Finance System in respect of work done, goods supplied, services rendered and all other amounts due to the Council

All services are required to raise invoices within 30 days of the chargeable activity being delivered or in advance where appropriate.

Periodic monitoring of invoicing activity across all service areas will be carried out. This will include reviewing the timeliness of invoice submission, the accuracy of information provided, and the completeness of supporting documentation

13.3 **Payment of Amounts Due**

All accounts rendered in respect of amounts due to the Council shall contain a statement that payment must be made directly to the Council's bank account and that cheques, money orders, and postal orders should be made payable to Bury Council.

All cheques, money orders and postal orders received in any Service Unit shall be crossed "Bury Council". Personal Cheques must not be cashed out of the money held on behalf of the Council.

Our preferred payment method is though utilising the Bankers Clearing Automated System (BACS)

13.4 **Payment into Council Account**

All monies received by an Officer on behalf of the Council shall, without delay, be transferred into the Council's bank account. No deduction may be made from such money save to the extent that the S151 Officer or nominated officer may specifically authorise.

Officers who bank money shall enter on the paying in slip and on the reverse of each cheque a reference to the related debt (receipt number or the name of the debtor) or otherwise indicate the origin of the cheque.

The name of the originating Service/Section shall be recorded on the paying in slip

13.5 **Issue of Receipts**

Every sum received by a cashier or other officer of the council shall be immediately acknowledged by the issue of an official receipt, ticket or voucher except in the case of cheques or other arrangements may only be established with the express approval of the S151 Officer or nominated officer.

All official receipts, tickets, books and other cash tokens shall, except by special arrangements approved by the S151 Officer, be controlled and issued by the S151 Officer or nominated officer, who shall keep a register of their receipt and issue. Departments shall keep proper records of the issue and use of all receipts, tickets and cash tokens.

13.6 **Recording Receipt of Monies**

Each Officer who receives monies on behalf of the Council, or for which they are accountable to the Council, shall keep records in a form approved by the S151 Officer or nominated officer.

13.7 Transfer of Monies

Every transfer of official money from one member of staff to another will be evidenced in the records of the departments concerned by the signature of the receiving Officer

13.8. VAT Treatment

The S151 Officer is responsible for ensuring that robust VAT arrangements are in place in compliance with HMRC requirements, including the accurate submission of VAT returns from the Council's financial systems within statutory deadlines

Services are responsible for ensuring that all transactions are correctly coded for VAT purposes within the Council's accounting system and are supported by appropriate documentation

13.9. Significant receipts

Where significant sums of cash are regularly received by the council, the S151 Officer shall ensure that more than one person is present when the cash is counted in the first instance, that there is a reconciliation to some form of control record such as ticket issues, and that appropriate care is taken for the security and safety of individuals banking such cash.

13.10 Fees and Charges Schedule

A Schedule of Fees and Charges shall be maintained for all charges where the council has discretion over the amounts charged for services provided, for income generating activities and for charges where there are statute limits. All decisions on charges for services and income generating activities will be taken with reference to and in support of council priorities and recorded as delegated decisions, as appropriate

All charges and the scope for charging will be reviewed at least annually within the service area, though charges within the same service area may need reviewing at separate times in the year. The review will include those services which could be charged for, but which are currently provided free of charge

13.11 Monitoring

Income performance must be regularly monitored as part of the monthly financial budget monitoring information reviewed by the Finance Board. Reports must be comprehensive and include all sources of income, including Council Tax and NNDR, and outline details relating to income collection performance, outstanding debt levels, debt write-offs and key risks and issues

14. Write-offs

14.1 Policy

The governance applicable to Write-offs is outlined in the attached Write-off Policy (Appendix E)

14.2 Discharge of Debts

No debt due to the Council, after it has been correctly established, shall be discharged otherwise than by payment in full or by the writing-off of the debt or the unpaid portion of it, on the authority of the S151 Officer or nominated officer where either:

- The debt is not enforceable, or that attempted recovery is likely to involve expensive litigation with limited hope of success; or
- The cost of recovery would be disproportionate to the amount involved

14.3 Written-off Debts

The approval limits for debt write offs, which are set out in the Scheme of Delegations, relate to individual debts.

Budget Holders and Corporate Finance will be provided with details of those debts where write off is appropriate. Such details are to include information on recovery action already taken.

Corporate Finance shall use prudent estimation techniques to create and maintain adequate Bad Debt Provisions, to ensure that written-off debts represent minimal financial risk to the Council.

14.4 Reporting

The write-off of debts in accordance with the list of exceptions will be reported quarterly to the Council's Finance Board & S151 Officer

15. Stocks and Stores

15.1 Responsibility for Stocks

Each Head of Service / Assistant Director (or equivalent) shall ensure:

- the proper custody of their stocks and stores in their Service Unit and shall ensure that they are subject to an effective system of stock recording and control.
- that stores are held in reasonable quantities and that consideration has been given to turnover, value, delivery quantities and delivery periods.
- that practicable steps are taken to ensure that a delivery note is submitted by a supplier for every delivery at the time of delivery.
- as soon as practicable after the delivery has been made that goods are checked to ensure that the correct quantity has been delivered and that they meet the appropriate quality standard.
- that no articles or goods are removed from stock without proper authority.
- that an annual review of stocks held is undertaken with a view to reducing the number of slow-moving items and disposing of obsolete stock items;
- that obsolete or other stocks no longer required for the purpose acquired are disposed of under the disposals policy.
- that accounts and records are maintained in connection with the receipt and issue of stores in such form and timetable as the S151 Officer.

- that on the 31st March each year the value of stocks held is certified and reported to the S151 Officer or nominated officer

15.2 **Surplus or Deficiency**

Where any surplus or deficiency exceeds £5,000 in relation to any item of stock the S151 Officer shall be advised, and action taken where necessary

15.3 **Checking of Stock**

The S151 Officer or nominated officer is entitled to check stores and be supplied with any information relating to the accounting, costing, and financial records of the Council

16. **Disposal of Surplus or Obsolete Goods, Plant and Stocks**

16.1 **Authorisation for Disposal**

Surplus or obsolete goods or plant, whether held in store, on inventories or otherwise up to the value of £2,000 per item or group of like items, must not be disposed of either by sale or destruction except upon the authorisation of the appropriate Director of the Assistant Director. Where the value is between £2,001 and £10,000 the authorisation of the Deputy S151 Officer or nominated officer must also be obtained. Where the value exceeds £10,000, authorisation from the S151 Officer must be obtained.

In relation to inventory items (e.g., IT equipment etc.) all items surplus to requirements should, in the first instance, be offered to other Council departments, schools etc. prior to being disposed of.

16.2 **Sale of stock**

Sale must be affected by public tender except when, in the opinion of the appropriate Head of Service / Assistant Director (or equivalent) concerned and the S151 Officer or nominated officer, the financial interest of the Council is better served by disposal by any other means. This could be by public auction

16.3 **Recording Disposal**

A record of each disposal should be maintained (i.e., the approval, the price obtained and if appropriate the alternative method of disposal used). Inventories or stock records should be updated in a timely fashion to reflect the disposal. Officer decisions for disposals in excess of £50,000 must be published.

16.4 **Income from Disposal**

Income from disposals shall be credited to the cost centre unless a capital receipt. Capital receipts are sales of assets recorded on the asset register in excess of £10,000, either individually or cumulative. These are credited to the capital receipts reserve and used in accordance with statutory requirements

16.5 VAT

Value Added Tax shall be accounted for on the sale proceeds if appropriate and the amount identified when banking the income. The S151 Officer or nominated officer should be contacted if clarification of the VAT position is required.

17. Assets, Property and Estates

17.1. Responsibility of Directors in Relation to Asset Register

The S151 Officer or nominated officer is responsible for maintaining the Council's asset register and ensuring appropriate accounting treatment of assets. The asset register will include all land and properties owned by the Council recording the purpose for which the property is held, the location, extent and plan reference(s), purchase details where available, details of interest and rents payable and particulars of tenancies of other interests granted. This register is also updated by the assets team as appropriate.

Directors are responsible for ensuring assets within their services are properly managed and safeguarded, notifying finance of any changes (acquisition, disposal, impairment) and ensuring accurate records are maintained

All changes to the asset register must be communicated through the Council's systems.

Assets must be subject to periodic verification to confirm existence and condition, continued operational use and accuracy of asset records. Differences between physical assets and records must be investigated and corrected.

17.2. Valuation of Assets

The S151 Officer or nominated officer shall ensure that all assets are valued in accordance with the latest CIPFA Code of Practice. Valuations must be undertaken on a regular basis in line with accounting requirements, use appropriate professional methodologies and be supported by qualified valuers where required.

17.3. Notification of Purchase or Disposal of land and / or buildings

Any purchases or disposals of property must be actioned on the Council's financial systems and asset registers (including requiring a valuation prior to disposal).

18. Security

18.1 Responsibility

All Heads of Services are responsible for maintaining proper security at all times for all information, buildings, stocks, stores, furniture, equipment and cash under their control. They should report to Facilities Management where they consider security is thought to be defective or where they consider special arrangements are needed.

Appropriate security controls for all assets shall be identified by the risk assessment process and by referring to security standards and procedures. Arrangements shall be agreed as above.

Maximum limits for cash holdings shall be identified by the risk assessment process and agreed with the S151 Officer or nominated officer and shall not be exceeded without permission.

Key holders for safes and similar security receptacles are to be agreed by each Head of Service / Assistant Director (or equivalent) in conjunction with the S151 Officer or nominated officer. The loss of keys shall be reported immediately using the security incident reporting procedures

18.2 Data Protection Legislation

The Chief Executive in conjunction with the Monitoring Officer and in consultation with Heads of Service and the Chief Information Officer, will ensure that all computer systems and written records, (including those in the possession of elected Councillors) which store sensitive personal data are operated in accordance with the Council's Data Protection Policy, Data Protection legislation, and that proper security and confidentiality is maintained

18.3 Anti money laundering, bribery and corruption

All staff must have regard to the Council's Anti-Money Laundering Policy and Anti Bribery and Corruption Policy. A member of staff should consider, in line with the Policy and Guidance, reporting any transaction which involves the receipt of £5,000 or more of cash to the Money Laundering Officer (the Head of Internal Audit); notwithstanding such financial limit, any member of staff who has reasonable grounds to believe that money laundering is taking place (or is being attempted) in respect of a smaller amount of cash should report the matter to the Council's Money Laundering Officer.

Staff should also have regard to the Council's Gifts and Hospitality Protocol. All staff must immediately report to their manager or the Monitoring Officer any circumstances where inappropriate gifts or hospitality have been offered to them

19. Insurance

19.1. Responsibility for Insurance

The S151 Officer or nominated officer is responsible for the arrangement of risk funding on advice from Internal Audit. The administration and resolution of all losses is the responsibility of the nominated officer in consultation with other Officers where necessary by reporting to the S151 Officer or nominated officer.

19.2. Record of Insurances

The S151 Officer will keep a permanent record of all insurances, risks covered, premiums paid and of all self-funded risks and losses paid. This includes third parties arranging insurance where the Council has an insurable interest. Documents to be permanently retained must include policy schedules and all liability insurance certificates for every period of insurance. Such responsibilities may be delegated to the nominated officer.

19.3. **Incident / Accident Reporting**

Every event with the potential to give rise to a financial loss, or involving injury to a member of staff, an elected Councillor or client of the Council, must be reported in accordance with the Health & Safety Arrangements Policy.

19.4. **Review of Risk Financing Arrangements**

The S151 Officer or nominated officer and Internal Auditor shall annually review the Council's risk financing arrangements and look at adequacy of provision in the light of changes in the environment including new legislation, imposed or contractual responsibilities, legal precedent, newly identified and quantified risks, or other concerns identified.

19.5. **Indemnity**

Before any indemnity requested from the Council is provided, the Head of Service / Assistant Director (or equivalent) responsible shall obtain written agreement from the S151 Officer or the nominated officer. Generally, Heads of Service should not allow burdens or responsibilities to be imposed on the Council through contract that would not otherwise be imposed by common law or statute

The nominated officer shall keep a record of all insurances effected by the council and the property and risks covered, reviewing these annually before the renewal date in conjunction with the council's review of risk management.

20. **Voluntary Funds**

A voluntary fund is any fund which is held or controlled by the Council as trustee for the benefit of a third party and/or for a specified purpose. Such funds may be administered solely, or in part, by an officer by reason of his or her employment with the Council.

The S151 Officer shall be informed of the purpose and nature of all voluntary funds maintained or managed by any Officer in the course of their duties with the Council.

Voluntary funds registered with the Charity Commissioners must comply with all requirements set by the Commission in respect of the format of accounts and the need for audit or independent examination by a competent person and must meet the timescales set out for such reports.

Voluntary funds not registered with the Charity Commissioners shall have formal accounts prepared and examined annually by a competent person independent of the fund. A copy of the accounts and Independent Examiner's Statement shall be supplied to the S151 Officer immediately after the examination. The S151 Officer shall be entitled to verify that the reports have been made and to carry out such checks on the accounts as he co nsiders appropriate

21. **Suspension and revision of Financial Regulations**

The Audit Committee shall review these Financial Regulations and following any change of S151 Officer. The S151 Officer shall monitor changes in legislation or proper practices and advise the council of any need to amend these Financial Regulations.

The Audit Committee may, by resolution duly notified prior to the relevant meeting of the Audit Committee, suspend any part of these Financial Regulations, provided that reasons for the suspension are recorded and that an assessment of the risks arising has been presented to all members. Suspension does not disapply any legislation or permit the council to act unlawfully.

The Audit Committee may temporarily amend these Financial Regulations by a duly notified resolution, to cope with periods of absence, local government reorganisation, national restrictions or other exceptional circumstances.

22. **Training and Documentation**

22.1 **User Guides**

User Guides and are essential tools which ensures processes are undertaken in accordance with best practice, and in a uniform way across the council

The S151 Officer shall be responsible for ensuring that a suite of user guides covering all key processes is available to officers across the council, and that these are reviewed and updated annually or whenever a process change occurs

22.2 **Staff training**

Any member of staff required to undertake a process must be given appropriate training before commencing, and at predetermined intervals thereafter.

22.3 **Inductions and role changes**

Appropriate training shall be given to any new member of staff, and to those changing roles, as an integral part of the induction process

Appendix A:

Summary of changes to the Scheme of Delegation and the Financial Procedure Rules

Changes to the Scheme of Delegations		
Area	**Summary of change**	**Impact**
Contract Approvals	These have now been incorporated into the Scheme of Delegations	Ensures mechanisms are in place to support the creation of a supplier catalogue underpinned by Contractual Compliance
Revenue Approval - with order	Revision of limits and levels	Aligns approvals with Hierarchy, to support segregation of duties; the system will ensure that authorisaion of a proposed order will be routed to someone with greater seniority than the person raising the request.
Capital Approval - with order	Revision of limits and levels	
Amendments to Capital Programme	Virements added In year externally funded approval split by value	Ensures that every key transaction type is subject to regulation. Ensures approval of major externally-funded schemes is a Cabinet decision.
Treasury Management	No change	
Purtchases without an order (Exception forms)	Higher level of approvals; Anything below £150k to be approved by Head of service	Reinforces that these are for unforseen spend only; increased seniority of approvers aids greater control of approval process
Budget Virements	Approval levels adjusted to ensure quicker Director / S151 involvement Emphasis that approval must be obtained from all impacted service areas	Ensures spend against budget is not obscured by budget virements; aids analysis. Increases control and accountabililty of budget holders
Write offs	Team manager approval level removed	Per new policy. Better control
Bid for External Funding	No change	
Purchase Cards	Introduction approval levels and spend controls	Ensures Purchase Card spend is restricted to unexpected, urgent Expenditure. Increases compliance and control.
Use of Reserves	S151 responsibility	In line with section 25 of the 2003 local government act

Changes to the Financial Procedure Rules

Overall

All references to statutory legislation and internal process reviewed and updated

Opening background section

- Greatly expanded to give context for the full review and refresh of the Scheme of Delegation and Financial Regulations
- The need to review and update the Scheme of Delegation and Financial Regulations on an annual basis has been highlighted to safeguard against future obsolescence

The current regulations are over 5 years old. The Finance Transformation Programme, underpinned by the new Unit4 finance system implementation, seeks to embed a multitude of improvements to controls and processes. Updating The Financial Regulations and Scheme of Delegation is therefore critical, as this will ensure that Bury's governance supports the new ways of working.

Financial Procedure Rules

- Definitions section added
- Responsibilities sections added

This section has been expanded to ensure all stakeholders and their responsibilities are defined within the regulations

Scheme of Delegation

- Introduction added

The introduction gives context and clarity as to how the Scheme of Delegations should be applied to Council transactions.

All changes made to the Scheme of Delegation itself, and the rationale for the changes, are listed in the opening table of Appendix A

Financial Integrity

This is a new segment with a focus on measures intended to bolster internal control and risk management

- The key responsibilities of the S151 officer in this regard are outlined
- The segregation of duties section has been expanded to incorporate sales/purchase requests and journals. Segregation of Duties (all material

transactions must be prepared and authorised by separate individuals) is a key control, safeguarding against error or fraud
- A section on system maintenance (including reconciliations, Chart of Accounts maintenance, reporting maintenance and access controls) added, detailing the key controls needed to ensure that system-generated information is accurate and reliable

Internal Audit and Internal Control changed to "Accounts and Audit"

This has been heavily revised

- The regulations regarding Accounting records have been iterated
- The role of Internal Audit, a key independent check and balance for the Council, has been detailed, along with the Council's responsibilities regarding Internal Audit
- The relevant elements Accounts and Audit regulations have been iterated

Financial Planning 'Accounting' and the Budget Process changed to "Financial Planning, the Budget Process and Precept Setting"

- A Financial strategy section has been added giving detail regarding why the MTFS is important and how the MTFS process will work
- A section detailing restrictions to in-year Budget virements has been added. There is currently a culture of making in-year budget adjustments to obscure variances, which needs to change. Original estimations will not always be correct; it is important to learn lessons by analysing variances to help make more informed estimations in future budget iterations
- Greater detail regarding the governance of in-year amendments to Capital programme added
- A section detailing the process for in-year estimates to aid monitoring of Construction works added
- The section on External funding has been expanded to cover all potential scenarios
- A section giving a regulatory overview of the Council's duties regarding Council tax and setting the Precept has been added

Expenditure – Controls

- The roles and responsibilities of Directors and Budget Holders have been added
- The Monthly Forecasting section has been updated outlining responsibilities and the links to forecasting / MTFS
- Much more detail has been added regarding the protocols regarding high risk budgets, overspends and underspends

- Approval of Expenditure has been linked to Scheme of Delegation and “no po no pay”
- Raising Invoices updated: link to the Scheme of Delegation ; Purchase Requisitions must be linked to the supplier catalogue or, for unplanned expenditure, using Exemption forms or Purchase cards.
- The updated Goods Received Note Process added – invoices may only be paid once confirmation the goods or services have been received
- Coding of Expenditure & Income updated and linked to the updated Journal Governance
- The De-Minimis limit for Capital Expenditure has been included
- The section covering the use of Reserves has been updated to include the relevant statute and definition

Procurement

A new procurement section has been added, to reflect the critical role Procurement will now play in our purchasing goods and services, with the key sections being;

- A section detailing the Controls, Governance and Processes required to effectively operate Bury’s new Supplier Catalogue
- Details regarding statutory obligations regarding Contracts, and the links between Contract Authorisations and the Scheme of Delegations link
- A section detailing the Financial controls in relation to contracts has been added

Banking and Payments

Additional detail has been added regarding;

- Adding extra control governing the Council’s banking arrangements (adding new bank accounts)
- Bury’s 30 day payment terms have been referenced
- Updated controls governing the authorisation of invoices, re-iterating that the old valid routes are via appropriately authorised purchase orders (for most expenditure), or Exemption forms and purchase cards for unexpected expenditure
- Detail regarding the processing of CIS invoices has been added
- A section restricting the amendment of invoices has been added
- The safeguarding section has been updated to include dual authorisation (Segregation of Duties) and supporting reconciliations

Purchase Cards

A new Purchase Card section has been added to introduce controls and governance regarding their use, with the key sections being;

- Signposting the Purchasing Vard Policy

- Outlining the intended circumstances under which Purchase Cards may be used
- Outlining the eligibility criteria for potential Card Holders, and the protocol to follow should there be any relevant changes in the cardholders circumstances
- Signposting links to the authorisation levels within the Scheme of Delegations
- Compliance; ensuring transactions are coded correctly and all VAT implications are accurately identified and recorded

Local Bank Accounts – Imprest / Petty Cash Accounts

There are no material changes to this section

Payment of Salaries and allowances

- Details of the relevant Statute have been added
- A good deal more definition has been added to include all potential transactions, such as termination payments, and the controls and reconciliations required to give appropriate assurance against error or fraud

Treasury Management

- Appropriate reference to the CIPFA Treasury Management Code, relevant statutory requirements and the Council's Treasury Management Strategy has been added
- Detail concerning compliance requirements in relation to Borrowing and Investmentss has been added
- A Cashflow forecasting section added, highlighting the link between accurate forecasting and the efficient use of council borrowing and investments

Income

- The requirement to raise invoices within 30 days of the chargeable activity being delivered or in advance where appropriate has been referenced
- The need and responsibility to ensure all transactions receive the correct VAT treatment has been highlighted
- A section outlining the maintenance and governance of a full Fees and charges schedule section has been added
- A section detailing the income monitoring requirements has been added

Write offs

- The write off policy has been signposted and added as an appendix

- The approval limits for debt write offs, which are set out in the Scheme of Delegations has been referenced, alongside detail of the relevant processes and link to Bad Debt provisions
- A section detailing the monitoring requirements of Bad Debt write-offs has been added

Stocks / Stores

There are no material changes to this section

Disposals

There are no material changes to this section

Assets Property and Estates

There are no material changes to this section

Security

There are no material changes to this section

Insurance

There are no material changes to this section

Voluntary Funds

There are no material changes to this section

Suspension of Financial Regulations

This section has been added to identify exceptional circumstances which may lead to suspension of the Financial Regulations

Training and User Documentation

This section has been added to highlight the need for continuous staff training, a requirement to ensure ongoing compliance with best practice and these Financial regulations; key sections are

- The creation and maintenance of a suite of user guides covering all key processes is available to officers across the council, and that these are reviewed and updated annually or whenever a process change occurs

- The need for appropriate training to be given to any officer before they undertake any processes required as part of their role
- The need to routinely incorporate training as an integral part of the Induction of new staff, or Role Changes of existing staff

Appendix B: Journal Approvals

BURY COUNCIL JOURNAL APPROVALS

Approval Level	Finance Roles / Levels	Standard Journal	Technical	HR Payroll	CSSC Recharges	Capital Recharges (Service Revenue Side)	Schools Recharges (service side)	Internal Department charges	Accruals Journal (service side)	Accruals Journal (balance sheet side)	Schools Recharges (schools side)	Capital Recharges (Capital Side)
< £10,000	**Principal Finance Business Advisor / Principal Corporate Accountant**	Principal Finance Business Advisor / Principal Corporate Accountant		Principal Finance Business Advisor / Principal Corporate Accountant		Principal Finance Business Advisor / Principal Corporate Accountant	Principal Finance Business Advisor / Principal Corporate Accountant	Principal Finance Business Advisor / Principal Corporate Accountant	Principal Finance Business Advisor / Principal Corporate Accountant			
£10,001 - £50,000	**Senior Business Partner / Corporate Accountancy Manager**	Senior Business Partner / Corporate Accountancy Manager	**Corporate Finance Pool for approvals**	Senior Business Partner / Corporate Accountancy Manager	**Corporate Finance Pool for approvals**	Senior Business Partner / Corporate Accountancy Manager	Senior Business Partner / Corporate Accountancy Manager	Senior Business Partner / Corporate Accountancy Manager	Senior Business Partner / Corporate Accountancy Manager	**Corporate Finance Pool for approvals**	Head Teachers (Per UNIT 4 Access)	**Corporate Finance Pool for approvals**
£50,001 and over	**Strategic Finance Lead**	Strategic Finance Lead		Strategic Finance Lead		Strategic Finance Lead	Strategic Finance Lead	Strategic Finance Lead	Strategic Finance Lead			
Substitute Requirements												
<£50k	Go to next level above	Go to next level above	Go to next level above	Go to next level above	Go to next level above	Go to next level above	Go to next level above	Go to next level above	Go to next level above	Go to next level above	N/A	Go to next level above
>£50k plus	Assistant Director of Finance (For all levels above £50k - Substitute for SFL annual leave)	Assistant Director of Finance (For all levels above £50k - Substitute for SFL annual leave)	Assistant Director of Finance (For all levels above £50k - Substitute for SFL annual leave)	Assistant Director of Finance (For all levels above £50k - Substitute for SFL annual leave)	Assistant Director of Finance (For all levels above £50k - Substitute for SFL annual leave)	Assistant Director of Finance (For all levels above £50k - Substitute for SFL annual leave)	Assistant Director of Finance (For all levels above £50k - Substitute for SFL annual leave)	Assistant Director of Finance (For all levels above £50k - Substitute for SFL annual leave)	Assistant Director of Finance (For all levels above £50k - Substitute for SFL annual leave)	Assistant Director of Finance (For all levels above £50k - Substitute for SFL annual leave)	N/A	Assistant Director of Finance (For all levels above £50k - Substitute for SFL annual leave)

Appendix C: Chart of Accounts Maintenance

Suggested Process timings			2 days from receipt of form		2 days from receipt of approval		2 days from receipt of checklist	
Revenue Cost centre code changes		User requests New Code or Code Closure using a Form on the Intranet - the form is sent to a sharepoint site - the appropriate Finance team is alerted	Corporate Accountancy Manager (Planning) Review - escalated to Strategic Finance Lead (Corporate Resources) in the event of absence	Form is approved / rejected. If approved, the Corporate Accountancy Manager (Planning) is notified, if not the requestor is notified	Corporate Accountancy Manager (Planning) Updates Checklist ensuring New Code is linked to all relevant reporting and any appropriate rules / attributes	Corporate Accountancy Manager (Planning) sends completed Checklist to the Systems Team	Checklist processed by the Systems Team (Unit4 Updated)	Requestor is notified process is complete
Account code & Balance sheet code changes		User requests New Code or Code Closure using a Form on the Intranet - the form is sent to a sharepoint site - the appropriate Finance team is alerted	Corporate Accountancy Manager (Accounts) Review - escalated to Strategic Finance Lead (Corporate Resources) in the event of absence	Form is approved / rejected. If approved, the Corporate Accountancy Manager (Planning) is notified, if not the requestor is notified	Corporate Accountancy Manager (Planning) Updates Checklist ensuring New Code is linked to all relevant reporting and any appropriate rules / attributes	Corporate Accountancy Manager (Planning) sends completed Checklist to the Systems Team	Checklist processed by the Systems Team (Unit4 Updated)	Requestor is notified process is complete
Capital cost centre Code changes		User requests New Code or Code Closure using a Form on the Intranet - the form is sent to a sharepoint site - the appropriate Finance team is alerted	Corporate Accountancy Manager (Accounts) Review - escalated to Strategic Finance Lead (Corporate Resources) in the event of absence	Form is approved / rejected. If approved, the Corporate Accountancy Manager (Planning) is notified, if not the requestor is notified	Corporate Accountancy Manager (Planning) Updates Checklist ensuring New Code is linked to all relevant reporting and any appropriate rules / attributes	Corporate Accountancy Manager (Planning) sends completed Checklist to the Systems Team	Checklist processed by the Systems Team (Unit4 Updated)	Requestor is notified process is complete

Suggested Process timings			2 days from receipt of form	2 days from receipt of approval		2 days from receipt of checklist	
Treasury Code changes	User requests New Code or Code Closure using a Form on the Intranet - the form is sent to a sharepoint site - the appropriate Finance team is alerted	Corporate Accountancy Manager (Accounts) Review - escalated to Strategic Finance Lead (Corporate Resources) in the event of absence	Form is approved / rejected. If approved, the Corporate Accountancy Manager (Planning) is notified, if not the requestor is notified	Corporate Accountancy Manager (Planning) Updates Checklist ensuring New Code is linked to all relevant reporting and any appropriate rules / attributes	Corporate Accountancy Manager (Planning) sends completed Checklist to the Systems Team	Checklist processed by the Systems Team (Unit4 Updated)	Requestor is notified process is complete
Adhustments to Account Code Rules or Attribute lists	User requests New Code or Code Closure using a Form on the Intranet - the form is sent to a sharepoint site - the appropriate Finance team is alerted	Corporate Accountancy Manager (Accounts) Review - escalated to Strategic Finance Lead (Corporate Resources) in the event of absence	Form is approved / rejected. If approved, the Corporate Accountancy Manager (Planning) is notified, if not the requestor is notified	Corporate Accountancy Manager (Planning) Updates Checklist ensuring New Code is linked to all relevant reporting and any appropriate rules / attributes	Corporate Accountancy Manager (Planning) sends completed Checklist to the Systems Team	Checklist processed by the Systems Team (Unit4 Updated)	Requestor is notified process is complete
New Fees, Charges or Income product requests	User completes a Form on the Intranet the form is sent to a sharepoint site - the appropriate Finance team is alerted	Review by both the Corporate Accountancy Manager (planning) and the VAT Accountant - escalated to Strategic Finance Lead (Corporate	Form is approved / rejected. If approved, the Corporate Accountancy Manager (Planning) is notified, if not the requestor is notified	Corporate Accountancy Manager (Planning) Updates Checklist ensuring New Code is linked to all relevant reporting and any appropriate rules / attributes	Corporate Accountancy Manager (Planning) sends completed Checklist to the Systems Team	New product is processed by the Systems Team	Requestor is notified process is complete

Appendix D

Bury Council

PURCHASE CARD POLICY v1.4 Final

Date: 2nd July 2026

Subject: Purchase Card Policy

Report by: Kevin Fletcher - Interim Head of Procurement

1. Purpose of the Policy

Purchase Cards, including physical and virtual cards, are a strategic procurement control that enables efficient purchasing, reduces internal purchase-to-pay overheads, and supports Council's in achieving their compliant payments targets. When governed effectively, they strengthen financial control, support supplier cashflow, and help the Council consistently achieve its prompt payment and audit assurance objectives, while complementing formal contract and procurement arrangements.

This policy sets out the rules and controls governing the use of Purchase Cards (Physical P-Cards) and Virtual Cards to ensure that expenditure is:

- Properly authorised and recorded
- Fully compliant with VAT, financial regulations, this policy and Contract Procedure Rules; and
- Transparent, auditable, and subject to robust corporate oversight

The policy implements recommendations arising from the Purchase Card Expenditure Internal Audit Report and adopts the Lloyds Bank Purchase Card system as the Council's primary mechanism for all purchase card management, monitoring, and compliance.

---

2. Scope

This policy applies to:

- All staff issued with a physical Purchase Card
- All transactions conducted using a Purchase Card (Physical and Virtual card)

- Line managers, budget holders, Procurement, Finance, and Audit teams involved authorisation and oversight

Physical Purchase Cards must only be used where no suitable corporate contract, framework, or purchase order process is available and where use represents value for money. P-Cards must not be used as a substitute for planned procurement or contract spend.

Examples of scenarios where P-Card may be permitted:

- Urgent / Out of hours purchases
- Situations where PO systems are impractical e.g. Subscriptions

Physical cards must not be used to circumvent the Contract Procedure Rules.

---

3. Purchase-Cards (P-Cards)

There are two types of Purchase Cards in use across the Council:

- Physical Card
- Virtual Card

Physical purchase cards is a named, chip and pin payment card issued to a staff member for authorised business expenditure. Physical P-Cards are provided through the Lloyds Bank Purchase Card system and remain the property of the Council at all time

Virtual Purchase Cards are as the name suggests – an electronic way of paying Suppliers via the Lloyds P-Card system to support secure, controlled, and efficient purchasing where a physical card is not required. Virtual Cards are intended to reduce risk, improve control, and enhance auditability, particularly for online, one-off, or supplier/Contract specific transactions.

All use of Virtual Cards is subject to the same governance, compliance, and audit requirements as physical Purchase Cards, unless explicitly stated otherwise in this policy.

Both cards under the Greater Manchester contract attract a 1.22% rebate for the Council.

---

4. Governance and Responsibilities

4.1 Eligibility for a purchase card

It is the Line Managers discretion and based on business need to nominate staff for assignment of a P-card.

All requests should have a valid and sound business case for application of the P-card

All requests should have single transaction and monthly spend limits identified. The transaction and monthly spend limits are detailed in Appendix 1

All requests must be approved by the individuals line manager or designated department approver of P-cards. The request will then also be reviewed and approved by Procurement to ensure that appropriate levels of transaction and monthly levels of spend are allocated.

A cardholder must be a permanent member of staff who has worked for Bury Council for a period of at least six months and must also have completed the probation period.

Unless there are exceptional business needs, cards must not be allocated to temporary staff. In special circumstances when an exception can be justified and a member of staff requires a P-card to carry out the nature of their work written approval from a chief officer can waive these rules.

4.2 Cardholders

Cardholders are responsible for:

- Using the card strictly in accordance with this policy
- Ensuring all transactions are legitimate, business related, and appropriate
- Uploading a valid VAT receipt or invoice to the Lloyds P-Card system for every transaction
- Reconciliation within 5 working days of statement
- Completing mandatory training prior to card activation and periodically thereafter.

4.3 Line Managers

Line Managers must:

- Approve the issue of Purchase Cards
- Review transactional activity for appropriateness and compliance
- Ensure that the cardholder keeps up to date with transaction processing.
- Support escalation where transactions remain unauthorised
- Report any problems that the cardholder is experiencing to the Department Administrator.
- Identify personal transactions, and report these promptly to the Departmental Administrator

- Report changes in the cardholders' circumstances that might affect their card use (such as name or job changes, long term sickness, and maternity leave) promptly to Procurement

Via the Lloyds card management system

- Approve the cardholders transactions via the card management system within 10 working days once these have been reconciled by the cardholder. Where approvers do not approve the cardholders transactions every month, this will be reported to the approvers line manager. Repeated failure to approve transactions will be reported to your Chief Officer and may result in your cardholder having their card removed which may affect your service delivery
- Ensure that the cost centre and subjective codes are correct.
- Review all receipts to ensure compliance with the policy on items purchased before approving and that the receipts submitted are valid and match to the transactions on the submitted statement.
- Ensure VAT receipts are obtained and that VAT is correctly reconciled to ensure the Council can claim back the VAT (gross amounts will be charged to cost centre where no VAT receipt is obtained). It is vital that VAT is set correctly as any fines incurred from HMRC due to incorrectly coded VAT on the cards will be charged back to the department cost centre.
- Ensure that leavers or role change are reported to Departmental Administrators and the P-card is returned to Procurement as soon as possible before the cardholder leaves their post.
- In the event of misuse of a P-card, the cardholder and approver are responsible for ensuring that appropriate and timely action is taken to:

    - Inform Lloyds as soon as misuse is identified
    - Inform Procurement
    - Inform Departmental Administrator (Finance)

- Ensure that any loss associated with such misuse is recovered promptly. Cardholders and Approvers need to take all appropriate steps to ensure that P-card transactions are for valid business reasons, and that failure to ensure appropriate checks are made may be investigated in accordance with Bury Councils disciplinary & dismissal procedure. As an approver, you and your cardholder may be audited by Internal Audit to ensure that you are complying with the relevant corporate policies.

If you are unsure what the transaction is for or why the money has been spent, then this should be clarified and challenged when appropriate before approving. Remember: this is being charged to your budget, you are responsible for authorising any expenditure against your budget and ensuring Council funds are being spent appropriately and correctly.

4.4 Finance

Finance is responsible for:

- VAT compliance checks and reconciliation
- Oversight of financial reporting and compliance with Financial Regulations
- Undertaking additional VAT compliance checks as part of VAT returns

4.5 Procurement

Procurement will:

- Own the Policy and responsible for regular reviews and any amendments
- Monitor Purchase Card expenditure corporately using Lloyds system data
- Identify expenditure that should be routed through existing contracts or frameworks
- Work with services to reduce inappropriate P-Card spend
- Review limits annually
- Manage the cards – leavers, change or role etc once informed by service users
- Setup and authorise any expenditure on Virtual cards in line with Scheme of Delegation.
- Escalate any issues to the S151 Officer

4.6 S151 Officer

The S151 Officer has overall responsibility for the financial control requirements set and any amendments must be approved by the S151 Officer.

---

5. Issue and Training Requirements

5.1 Mandatory Training and Agreement

Before a Purchase Card is issued:

- Cardholders must complete P-Card training and sign this policy declaration
- Cardholders must confirm, via the Lloyds system, that they have read and understood:
    - This P-Card Policy
    - The training guidance and procedures

For existing cardholders, completion of training and acceptance of this policy declaration are mandatory. Failure to comply will result in suspension of the card.

Training guides in the format of video and paper guides are available on the Procurement Intranet page

Purchasing cards

The video guides are here for Commercial Card Internet Servicing (CCIS) and Commercial Card Data Management (CCDM): Your Commercial Card Solutions | Lloyds Bank Business

CCIS is the live system which shows declines, cardholder personal details (address etc.) and the videos for CCIS are mainly for administrators.

Cardholders will undertake the CCDM training, which is where they will code transactions, can see how much limit they have.

The Lloyds CCDM mobile App is available for both Apple and Android devices an can be downloaded directly from the Apple and Google Play store. The App makes it simple to complete all your expense tasks on the move.

Cardholders can also register for CCIS but it may not be strictly necessary if they have the CCDM access as that will also show what activity is happening on the card.

5.2 Audit Trail

The Lloyds P-Card system will be used to:

- Record training completion
- Capture policy acceptance
- Provide a clear audit trail
- Report on expenditure to ensure only used where appropriate

Failure to complete training or confirm policy acceptance will result in automatic card suspension.

---

6. Use of the Lloyds P-Card System

The Lloyds P-Card system is the primary corporate control system and will be used to:

- Upload and store receipts and invoices
- Monitor transaction authorisation
- Enable corporate spend analysis
- Support audit, reconciliation, and reporting

Unit4 will be used for financial posting only; transactional compliance and monitoring will be managed through Lloyds.

---

7. Receipts, Invoices, and VAT Compliance

- A valid receipt or VAT invoice **must be uploaded for every transaction**, with no exceptions.
- Transactions without supporting documentation will not be compliant.
- VAT must be correctly identified, coded, and accounted for on all transactions.
- Lloyds system controls will be used to ensure transactions cannot be completed without documentation.

Finance will perform additional VAT compliance checks as part of the VAT return process.

---

8. Transaction Authorisation and Escalation

8.1 Authorisation Timescales

All transactions must be authorised within the relevant statement period and when supporting documentation has been uploaded,

8.2 Escalation Process

Notification reminders can be configured within the Lloyds system at frequencies ranging from daily to several months as determined by the Council.

For the purposes of this Policy, weekly automated reminders will be issued to all cardholders who have not coded their transactions.

Where transactions remain uncoded at the end of the month a configurable system email from the S151 Officer will be issued reminding users of their obligations under the policy.

- Weekly reminders will be issued
- Transactions outstanding after one month period will trigger an automated reminder from the S151 officer.
- Where non-compliance persists, the Purchase Card will be suspended, unless approved as exempt for operationally critical purposes (e.g. emergencies), which must be documented.

Automation within the Lloyds system will be used to reduce manual intervention.

---

9. Monitoring and Corporate Oversight

Procurement, Finance and Internal Audit will have access to Lloyds P-Card reporting dashboards. CCDM will be the reporting portal: Lloyds Bank | Log in

- Purchase Card expenditure will be reviewed on a bi-monthly corporate basis.
- Spend patterns will be analysed to:
  - Reduce inappropriate card usage
  - Identify opportunities to channel spend through approved contracts
  - Highlight non-compliance or emerging risks

---

10. Prohibited Use

Purchase Cards must not be used for:

- Personal expenditure
- Splitting transactions to bypass limits
- Transactions that circumvent Contract Procedure Rules
- Off contract spend categories such as IT, Agency, Stationery etc
- Purchases available through existing contracts without prior approval
- Gifts/Rewards for staff (including flowers)
- Cash withdrawals or Money transfers

Misuse may result in disciplinary action.

---

11. Purchase Card Security

To reduce the risk of fraud, Cardholders should:

- Sign their new card immediately.
- Never lend the card or card number to anyone.
- Never send card details via e-mail.
- Card holders should treat the security of P-card as they would their own personal card
- Never give out your PIN to a third party when purchasing on the internet and only use secure sites.
- Ensure the P-card is always kept in a secure location that only the card holder can access. Leaving cards on your desk could pose a serious security risk for potential fraud or theft, and if lost or stolen due to negligence may result in disciplinary action.
- Always check the total on the sales voucher is correct before you sign or entering your PIN for transactions.
- If found after it is reported stolen, destroy the card and dispose of securely

- Do not leave receipts with card number unattended.

12. Reporting A Lost, Stolen or Misuse of a Purchase Card

Bury Council operates a "zero tolerance" approach towards fraud. Any deliberate misuse of a P-card will result in disciplinary action in accordance with the relevant Policies including this Purchase Card Policy.

Cardholders and their authorising managers are responsible for reporting the loss, theft or misuse of a P-card, by informing Lloyds and emailing purchasingcards@bury.gov.uk. You should also notify your line manager as soon as you are aware your card is missing or as soon as you become aware of unusual transactions on your account.

13. Cardholder Absence

There may be instances when the deadline for all coding and paperwork falls during a period of short-term absence, for example, annual leave. If you know that there is going to be a deadline while you're away, then you should update all transactions on the system and submit for approval before you go on leave. If the absence is likely to take you well beyond the deadline, temporary arrangements should be made by advising the administrators.

14. Approver Absence

If your approver is absent and your statement and transactions need to be authorised, then you must identify a temporary approver – this can be someone in your team/department who has the financial delegation to sign off card transactions. Please make sure that you notify Procurement if this happens

15. Suspension and Withdrawal of Cards

Cards may be suspended or withdrawn where:

- Training or policy acceptance is not completed
- Receipts are repeatedly not supplied

- Transactions remain unauthorised
- Misuse or control breaches are identified

16. UK GDPR Data protection Act 2018

In the course of applying for, and using, a P-card, personal data about you will be processed by Lloyds Bank PLC (the card provider). This includes:

- Your name, and who you are employed by
- Your work contact details (address, email address, telephone number)
- Your date of birth
- Your staff/payroll number
- Any proof of identification deemed necessary in order to process your application.

To obtain a P-card, you must consent to your personal data being processed by Lloyds Bank PLC in accordance with the UK GDPR Data protection Act 2018 and the Lloyds Bank privacy statement (www.lloydsbank.com/privacy2.asp).

Such processing includes using your personal data to manage your application for a P-card and providing the required P-card services (e.g., access to online transaction systems). This may include checking your personal data against electoral registers, credit reference agencies and/or fraud prevention agencies.

Unless you opt-out, Lloyds Bank PLC may share your personal data, both within and outside of the Lloyds Banking Group, for the purpose of direct marketing.

17. Transparency

In accordance with the Local Government Transparency Code 2015, Bury Council may publish P-card transactions on our website including transaction date, transaction reference, merchant category and the amount spent.

18. Freedom Of Information

Under the Freedom of Information Act the public has the right to request any information held by Bury Council

19. Application For Card and Increase/Decrease of Limit

To apply for your card or to amend your card limit on either temporary or permanent basis please contact Procurement via purchasingcards@bury.gov.uk

---

20. Review and Compliance

This policy will be:

- Reviewed annually by Procurement
- Updated in line with audit findings, regulatory changes, and system improvements

Compliance with this policy is mandatory. Breaches may be subject to investigation and disciplinary action.

Internal Audit will periodically review compliance.

---

21. Contact Details

NAME	EMAIL
Procurement	purchasingcards@bury.gov.uk
Internal Audit	Internal-Audit@bury.gov.uk

---

22. Declaration

This declaration covers the initial card issue, annual compliance with policy and any subsequent cards issued for cards lost, stolen, expired, damaged or replaced.

I have read and understood Bury Council's Purchase Card Policy

CARDHOLDER

Card Holder Name (Print): ______________________________

Job Title: ____

Department: ____

Signed: ____

Date: ____

APPROVER

Approver Name: ____

Job Title: ____

Approver Signature: _____________________________________

Date: ____

Please return the fully completed and authorised document to purchasingcards@bury.gov.uk

APPENDIX 1 – TRANSACTION AND MONTHLY LIMITS

Transaction Value	Card Limit	Card User	Card Authoriser
200	2,000	Nominated operational staff	Head of Service
500	5,000	Head of Service	Director
10,000	50,000	On call emergency manager	Exec Director

Appendix E

Bury Council Write Off Policy April 2026

Introduction

The purpose of this new policy is to provide a corporate approach to the writing off of bad and irrecoverable debts whilst seeking to maximise the opportunity for collection thereby minimising the need for write off. The policy also establishes a disciplined approach across the Council for the writing off of those debts that are not recoverable. It establishes clear guidance for all Council Officers on the recording, reporting, recovery and monitoring of the Council's debt and income.

Section 151 of the Local Government Act 1972 requires that local authorities make arrangements for the proper administration of their financial affairs. Part of these arrangements includes establishing a Policy for the writing off of irrecoverable debts. These arrangements are underpinned by Part 4 Procedures Rules, Section 6 Financial Regulations of the Council's constitution.

Objectives

This Policy has the following objectives:

- To promote a consistent and fair approach to the writing off of debt across the Council,
- Enable debts to be written off in a timely and efficient manner,
- Provide a framework that sets out the criteria for writing off debt.

Outcome

The outcomes expected from this policy:

- Minimise the level of write off necessary,
- To ensure cases recommended for write off are done so every quarter,
- Minimise the level of resources provided for bad and irrecoverable debts,
- Standardise the write off process across all income and debt areas,
- Avoid the use of subjective judgement and criteria when considering cases for write off, by providing clear objective criteria and procedures,
- Introduce effective performance management arrangements,
- Help focus resources on potentially recoverable debts (by disciplined writing off of irrecoverable debts),

Debts covered by this Policy

For the avoidance of doubt this policy document applies to all debts and income due to the Council including but not limited to the list below, and include any other debts across the Council:

- Council Tax,
- Business Rates,
- Housing Rents
- Sundry Debts (incl. Commercial Rents, service charges and insurance, licensing, fees, statutory notices, subscriptions, etc.),
- Adult Social Care,
- Housing Benefit Overpayments

General Collection Policy

It is Council policy to pursue the collection of all debts owed to the Council as vigorously as possible. Every effort will be made to recover any Council debt before write off is considered. Service Areas will work together, where appropriate to do so share data, to make informed decisions about debt recovery and write off.

This policy supports the decision process for debts that may have become uneconomical to pursue or are irrecoverable.

It must be noted that a debt may be written off but can be reinstated if deemed recoverable at a future date and is appropriate to do so.

The policy will be reviewed as required to ensure processes remain fair and in line with legislation and best practice.

The policy may be extended to include other forms of revenue and income collected by the Council.

General Principles

The general principles adopted in this policy are as follows:

- To ensure a professional, consistent and timely approach to debt write off across all of the Council's functions,
- To promote, where Data Protection legislation allows, a coordinated approach towards sharing debtor information internally and managing multiple debts owed to the Council,
- To ensure that debts are managed in accordance with legislative provisions and best practice,
- To ensure that any steps taken to recover debt / income are in line with the Council's corporate policies.

Delivering the Policy

Writing off of debt should be undertaken in accordance with the Council's Financial Procedure Rules, as outlined within the financial limits contained within the Council's constitution.

Adult Social Care debt write offs must be carried out in accordance with Annex D of the Statutory Guidance to the Care Act 2014.
Delivering the policy involves a number of processes which are explained in more detail below:

- Ensuring a consistent approach,
  - Pre-request for write off,
  - Request for write off,
  - Writing debts off,
  - Reinstating written off debt,
  - Evasion and fraud,
  - Credit balance write offs, • Dealing with historical debts.
  - Insufficient Evidence to Enforce Debts
  - Bad debt provision,

Ensuring a consistent approach

In line with this policy, the Council will have a consistent approach across all directorates in responding to debt write offs. Proposal for write offs should be considered at every appropriate stage in line with the framework.

Pre Request for Write Off

All debts of the Council will be acted on in accordance with its Financial Rules. If the debt remains unpaid, after exhausting all appropriate recovery methods, the debt should be considered for write off. All requests to write off debts must be approved by authorised officers and within the approval thresholds set out in this policy.

The Service Area will take reasonable steps to contact the debtor to discuss the matter before making any final decisions on recovery actions, of which, write off may be considered as an option based on the circumstances of the debtor. As a result of these discussions, or in the view of the service area, if the debt is considered uneconomical to pursue or considered irrecoverable then the service area may propose the debt for write off.

A debt may be written off when one or more of the following apply (this list is illustrative and not exhaustive):

- Council error – The debt was caused by a local authority mistake, and the debtor could not reasonably have known about it.
- Deceased debtor – The debtor has died and there are not enough funds in the estate to clear the debt.

- Low-value debt – The total debt is under £50 and no payment has been made within six months of the final reminder.
- Custodial sentence – The debtor is serving a prison sentence of 12 months or more and recovery is unlikely.
- Debtor untraceable – The debtor cannot be located for at least six months.
- (The Council may reinstate the debt if the debtor is later found.)
- Debtor overseas – The debtor is living abroad, and the law does not allow the Council to enforce recovery.
- Statute-barred debt – The debt cannot legally be pursued due to the time limits set out in legislation.
- Debt Collection Agent unable to recover – All recovery options have been exhausted, and the agent confirms the debt is unrecoverable.
- Legal advice – Legal Services advise that the debt is not recoverable or that legal action would not be cost-effective.
- Uneconomical to collect – The cost of recovery would exceed the value of the debt.
- Bankruptcy or liquidation – The debtor is declared bankrupt, or a company has gone into liquidation.
- Company arrangements – A Company Voluntary Arrangement (CVA) or administration order prevents or limits recovery.
- Financial hardship or vulnerability – Recovery action would cause serious financial difficulty, or the debtor is considered vulnerable or in hardship.
- Multiple debts with limited means
- Where the debtor owes several debts to the Council and a financial assessment shows they do not have sufficient means to pay them all, consideration may be given to writing off some debts to support sustainable repayments.
- Evidence of financial circumstances is required. If the debtor fails to maintain the agreed payment plan, the write-off may be reversed.
- Insolvency confirmation – The Official Receiver or Administrator confirms there is no prospect of settlement.
- All recovery options exhausted – No further recovery actions are available.
- Court remission – The court has formally remitted (cancelled) the debt.

Write off is a formal process and when authorised, ceases all debt recovery action for that specific debt, albeit recovery action may continue for other debts connected to the debtor.

Where authorised, a request for write off does not mean the debt cannot be reinstated in future, where appropriate. The write off will be removed and action will continue giving weight to the statute of limitations, and corporate debt management.

Request for Write Off

As per the Accounts and Audit Regulations 2003 (as amended), debts should only be written off with approval of the responsible finance officer (S151), or such members of staff, where this function has been delegated in line with the current Financial Regulations and Financial Delegations.

Write off proposals and subsequent decision papers will be retained for the current year plus six years as per the Council's Record Retention Policy.
Once appropriate authorisation has been received and final authorisation for the write off obtained from the Director of Finance (S151 Officer) or delegated officers, the debt will be removed from the relevant accounting system and charged against the appropriate cost centre/fund.

Write offs of Housing Benefit caused by an Official Error where the debt has been determined as unrecoverable can only be made in conjunction with the relevant Housing Benefit legislation and guidance.

Any write off relating to Adult Social Care debt is governed by the Care and Support Statutory Guidance Annex D, in addition to the above process.

Writing Debts Off (framework)

The writing off of debt should be administered in accordance with the Council's Financial Procedure Rules, as outlined in the Financial Limits contained in the Council constitution.

Irrespective of the amount to be written off, the following list of exceptions* is delegated to Heads of Service to authorise write offs. Write off of debts in accordance with the list of exceptions will be reported quarterly to the Council's Finance Board & S151 Officer.

**Evidence is required under the following categories (outlined below).*

List of exceptions:

- Death of the debtor
- The debtor has passed away and there are no assets in the estate to cover the debt, the remaining balance may be written off.
- *Written confirmation of this is required from a solicitor or executor.
- Bankruptcy or Liquidation
- A debtor has been declared bankrupt (individual) or has entered liquidation (company), creditors may only receive a portion of the owed amount, or nothing at all, depending on the available assets.
- *Bankruptcy or Liquidation number or documentation should be provided
- Debt Relief Order granted to the Debtor.
- *Appropriate entry in the Insolvency Register or documents should be provided,
- Individual Voluntary Arrangement.
- *Appropriate entry in the Insolvency Register and documents should be provided,

- Company Voluntary Arrangement / Administration Order.

*Appropriate documents should be provided,

- Debt remitted by court.
- *A statement to confirm the decision of the court is needed.
- Debtor living abroad.
- The debtor is believed to be living overseas, and the legislation does not permit debt pursuance.

*Evidence to confirm this position is required

Once appropriate authorisation has been received and final authorisation for the write off obtained from the Director of Finance (S151 Officer) or delegated officers, the debt will be removed from the relevant accounting system and charged against the appropriate cost centre/fund and bad debt provision.

Authorised officers and approval thresholds

The following Scheme of Delegation is in place for authorised officers to write off debts owed to the Council.

Authorisation to write off* is delegated, after all appropriate recovery options have been exhausted.

Value	Approval Required	Reported to
Up to £10,000	Head of Service	Director
In excess of £10,000 but not more than £25,000	Responsible Director in consultation with the Assistant Director of Finance	S151 Officer
In excess of £25,000 but not more than £50,000	S151 Officer in consultation with the Monitoring Officer	Relevant Cabinet Member
In excess of £50,000	Cabinet	

*Excluding the list of exceptions detailed in the Writing Debts Off (framework).

Reinstating Written Off Debt

Service Areas must be aware of an individual's circumstances during all financial related dealings, and this includes being aware of any current and written off debt(s) that the debtor may have.

Where a debtor's circumstances change and the original grounds for writing off the debt no longer stand, the Council reserves the right to reverse the write-off and pursue the outstanding amount through normal recovery procedures.

Fraud and Misrepresentation

If an allegation or suspicion of fraud arises, the Council will investigate the matter. Should fraud be established, the Council may reverse the write-off and pursue criminal proceedings where warranted.

Credit Balance Write Offs

When an account is closed and a credit balance remains, the credit must be checked against any other debts owed to the Council and, where appropriate, offset against those debts. If the credit is repayable, it will be refunded by BACS where bank details/address are known.

Where no forwarding address is available, reasonable efforts must be made to identify the correct address for repayment. If no address can be found, the credit will be removed from the account. If an address is identified at a later date, the credit may be reinstated, offset against another outstanding debt, or refunded where no other debts exist.

Dealing with Historical Debts

Historical debts will be dealt with outside of this policy. A separate procedure will be designed for this which will be subject to separate approval.

Insufficient Evidence to Enforce Debts

Where there is insufficient evidence to create a debt then these amounts should not be raised at the outset by either the service or finance staff. It is always important to consider this at the inception of raising a debt and whether the funds can or cannot be successfully recovered.

If a debt is raised and then subsequently with the passage of time, the debt becomes not credible either on the challenge of the debtor or because there is insufficient evidence to support the debt, then this debt should be removed from the finance system by way of a credit note. This will effectively remove the debt from the Council's aged debt portfolio and reduce it to nil.

It is important that where any debts fall into this area that they follow the credit note process, and not the debt write off route. Debts that should not have been raised or cannot be supported should not be written off.

Any debts raised which fall into the recovery process which later require a credit note will be collated and reported quarterly to the Finance Board & S151 Officer. Service Area's responsible will report need to report why the debt was raised, why it is not being pursued and the steps which have been put in place to avoid a reoccurrence.

Use of Third Party Collection Services

Where appropriate to do so, and prior to the submission for write off, debts of £300 or more should be considered for referral to the Council's appointed collection agent who will undertake further checks to determine if the debt can be traced and / or collected.

- Trace and collect – where a forwarding address cannot be determined, further checks will be made with third parties to determine if address information can be found. This is a further check, prior to write off, to support the write off recommendation,

• Collection of debts where all internal remedies to collect have been exhausted. The debt will be passed to a third party collection agent, who will attempt to secure payment in line with appropriate legislation/contractual arrangements in place.

Bad Debt Provision

The Director of Finance (S151 Officer) in conjunction with Heads of Service must ensure there is adequate provision for bad debts, in accordance with 'CIPFA Code of Practice on Local Authority Accounting in United Kingdom – A Statement of Recommended Practice'.

Debts where a bad debt provision has been assigned should be appropriately reviewed on a timely basis with effective recovery methods applied. Where debts are not recoverable, suitable evidence should be provided to progress the case / debt to write off.

Any debts which form part of the proof of debt sent by the Council to the to the insolvency practitioner are written off if they meet all the terms of the insolvency agreement. The insolvency practitioner may make payments in the form of dividends to Bury Council which will be offset against the debt and the amount written off will be reduced accordingly.

A separate bad debt provision is held for each service area so that any increase required in the provision will be charged to the service area concerned. Conversely, if the debt for which a bad debt provision is paid then the provision for that debt will be credited back to the relevant service area.

This page is intentionally left blank

Agenda Item 13

Classification	Item No.
Open	

Meeting:	Council
Meeting date:	15th July 2026
Title of report:	Constitution Update Report
Report by:	The Monitoring Officer
Decision Type:	**Council**
Ward(s) to which report relates	**All**

Executive Summary:

The Council's constitution was reviewed and updated during the municipal year 2020/21. Members agreed that the Constitution should be reviewed annually to ensure that the changes were fit for purpose, the last annual update report was presented at the 20 May 2026 Council meeting. To ensure the constitution continues to operate as a living document Council is requested to adopt the following changes.

The report sets out the following updates and/or additions

1. Updated – Part 7 - cabinet portfolios, membership of committees and the council's management structure (Appendix A, B& C)
2. Updated – Part 3 Officer functions - Corporate Core scheme of delegation (Appendix D)

Recommendation(s)

That: Members of the Council are asked to note the updated Members appointments and accept the proposed amendments to Bury Council's Constitution as set out in the report:

Key considerations

The Constitution sets out how the Council operates; how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. The Council has a legal duty to publish an up-to-date Constitution and review regularly.

The proposal

The proposed revisions are set out in the appendices to this report.

Other alternative options considered

None, the proposal is put forward to Members to ensure the constitution is updated.

Community impact/links with Community Strategy

An up-to-date Constitution will ensure decision are taken lawfully and in an open and transparent manner.

Equality Impact and considerations:

Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

> *A public authority must, in the exercise of its functions, have due regard to the need to -*
>
> (a) *eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
>
> (b) *advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
>
> (c) *foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.

Legal Implications:

Section 9P of the Local Government Act 2000 as amended sets out the duty of the Council to prepare and keep up to date its constitution as follows:

(1) A local authority must prepare and keep up to date a document (referred to in this section as its constitution) which contains a copy of the authority's standing orders for the time being, a copy of the authority's code of conduct (if any) for the time being under section 28 of the Localism Act 2011, such information as the Secretary of State may direct, and such other information (if any) as the authority considers appropriate.

A local authority must ensure that copies of their constitution are available at their principal office for inspection by members of the public at all reasonable hours.

A local authority must supply a copy of their constitution to any person who requests a copy and who pays to the authority such reasonable fee as the authority may determine. The Bury constitution is made available on our public website. It is for the Monitoring Officer to monitor and review the operation of the constitution on an ongoing basis and where necessary bring forward amendments to Council.

Financial Implications:

There are no financial implications arising from this report

Report Author and Contact Details:
Chloe Ashworth
Assistant Democratic Service Manager
C.Ashworth@bury.gov.uk

Background papers:

1. Membership of Committees (Appendix A)
2. Part 7, Section 41 – Cabinet Structure (Appendix B)
3. Part 7, Section 41 - Bury Council Senior Leadership Structure (Appendix C)
4. Part 3, Section 7 - Updated corporate core Scheme of Delegation (Appendix D)

This page is intentionally left blank

Fraud, Audit, Insurance and Risk

Fraud prevention, investigation and prosecution

	What function power is	Who may carry it out	Any Constraints/comments	Decision(E/C/O)
1.	To act on behalf of the council in respect of the legislation (as amended) specified below: -Bribery Act 2010 -Computer Misuse Act 1990 -Council Tax Reduction Scheme (Detection of Fraud and Enforcement) Regulations 2013 -Forgery and Counterfeiting Act 1981 -Fraud Act 2006 -Identity Documents Act 2010 -Local Government Finance Act 1992 -Prevention of Social Housing Fraud Act 2013 -Proceeds of Crime Act 2002 -Road Traffic Regulation Act 1984 -Social Security Administration Act 1992 -Theft Act 1968 - The Chronically Sick and Disabled Persons Act 1970	• Director of Finance • Head of F.A.I.R • Counter Fraud Team Officers	-To act as necessary within statutory powers to prevent, investigate, enforce and prosecute offences under the legislation listed including but not limited to any perceived fraud against the Council. -All officers are authorised to administer cautions and appear in any proceedings before a court in relation to the legislation listed -All officers can also issue written warnings and fixed penalty notices - Director of Finance to provide the written authorisations for officers as may be required under the various pieces of legislation listed	C

This page is intentionally left blank

Agenda Item 15

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Agenda Item 16

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank